

Sales Management

THE MAGAZINE OF MARKETING

IN THIS ISSUE:

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APRIL 1, 1949



THIRTY-FIVE CENTS



*So, being in the Easter Parade makes
our product high style, eh, Judson?*



Judson: Well, yes, sir, and then there are the news reels. Great publicity for our dealers!

Chairman: Well, maybe, but what our dealers want is a lot of repeat sales.

How do you think we're going to keep people coming into their stores all over the country with a one-time shot like this?

Judson: But we *do* have a budget!

Chairman: But it isn't so small that we can't



afford to tell our story to the nearly 2,000,000 REDBOOK families. They're young, up-and-coming families and they have over SEVEN BILLION DOLLARS to spend, after taxes.

And we can tell our story to them every month in full pages during the last six months of '49 for \$26,400. Our budget will certainly stand that!

Let's get busy on a campaign in RED-BOOK. It's circulation is at an all-time high!

REDBOOK

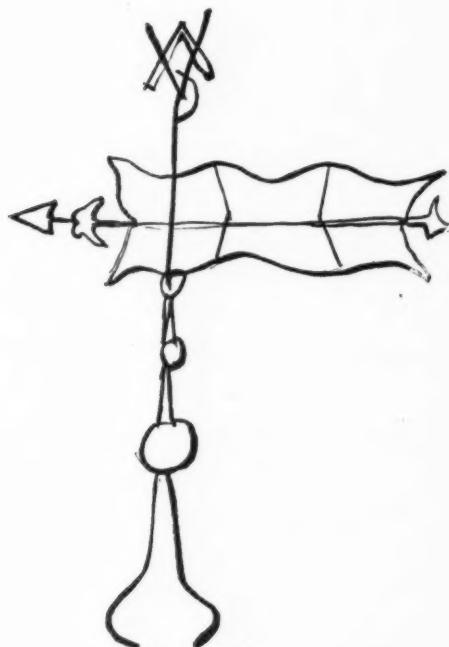
McCall Corporation
444 Madison Avenue, New York 22, N. Y.

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APR



How to go home in Philadelphia



In Philadelphia, heart of a trading area of over four million population, home is where *The Bulletin* is read Monday through Sunday. So the certain way *to go home in the nation's third largest market* is to call in company with *The Bulletin*.

In the 400 block of School House Lane, for example, *The Bulletin* goes to 57 of 71 households interviewed.

That's the story in the whole city: more than four out of five families take *The Bulletin*. They go over its advertising messages carefully and thoroughly for *The Bulletin* is their constantly consulted guide book in making purchases. It *goes home, stays home, is read* by the entire family—evenings and Sundays.

..... In Philadelphia
..... nearly everybody reads
..... *The Bulletin*
.....

Sales Management

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IN 1948 THE NEW YORK JOURNAL-AMERICAN SET THE GREATEST DRUG STORE LINAGE RECORD IN NEW YORK HISTORY

- ✓ The Journal-American carried more Drug Store advertising (including cosmetics, lotions and toilet articles) than all other New York evening newspapers combined.
 - ✓ The Journal-American carried more Drug Store advertising than all New York morning newspapers combined.
 - ✓ The Journal-American's gain over last year was greater than that of all other New York newspapers combined.
 - ✓ The Journal-American's leadership in Drug Store linage is now in its fourth consecutive year.
- AND . . .
- ✓ The Journal-American carried more General Toilet Requisite Linage (National) than all other New York evening papers combined.

**YOUR STORY STRIKES
HOME IN THE**

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

APRIL 1, 1949

Journal NEW YORK **American**

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

Vuepak selling idea:

Imprinted **VUEPAK** does a
"related selling" job for shirts
...or pretzels, blouses, candy,
or what have YOU?



Why doesn't some enterprising shirt manufacturer use transparent rigid Vuepak boxes *imprinted with colorful ties* to speed up sales. (A tie manufacturer could imprint a collar—to sell more ties!)

Each packaged shirt becomes a realistic, eye-appealing presentation . . . impelling examination, stimulating buying. Also, retail merchants will be enthusiastic because "safe-from-soilage" packages of Vuepak mean less mark-downs and fewer returns.

Agency men, sales managers, sales promotion experts... here's an idea to throw in at the next conference. Remember, packages of Vuepak can be produced in fast, automatic fabricating machinery . . . may be printed, embossed, drawn, folded, combined with other materials. Leading box suppliers can supply full Vuepak information, or fill in the coupon below. Vuepak: Reg. U. S. Pat. Off.

FOR A BIGGER DOLLAR'S WORTH—BUY, USE MONSANTO PLASTICS



MONSANTO CHEMICAL COMPANY
Plastics Div., Dept. SMP-15, Springfield 2, Mass.
☐ Please send general information on Vuepak.
☐ My enclosed letter requests information on
Vuepak for _____

Name _____ Title _____
Company _____
City _____ Zone _____ State _____

SERVING INDUSTRY . . . WHICH SERVES MANKIND



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April 1, 1949

Volume 62

No. 7



SALES MANAGEMENT



Don't Overlook 43% of the Washington Payroll

ADVERTISERS who think exclusively of Washington, D. C., as a government workers' market are overlooking 43% of the total Washington payroll. Private payrolls amounted to approximately \$611,000,000¹ in 1948, compared with \$812,223,000² for government employees.

It's an important market, how ever you look at it . . . and The Star is its dominant

advertising medium. In 1948 The Star carried 33,085,982³ lines of advertising, 41% more than its nearest competitor.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by Dan A. Carroll, 110 E. 42nd St., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising ANPA, Metropolitan Group, American Newspaper Advertising Network, Inc.

¹ Estimated by The Star's Business Editor

² Official Dept. of Labor figures for 11 months; Dec. est.

³ Media Records, Inc.

Sound Media Selection Is Based on Facts and Figures

that is why
BOOT and SHOE
RECORDER
is the

1st
in

CIRCULATION

- 20,151 The Largest Net Paid Circulation (A.B.C.) In The Shoe Industry

1st
in

ADVERTISING VOLUME

- 2418.34 Pages Of Advertising Carried in 1948, More Pages Of Shoe And Materials Advertising Than Any Other Paper In The World.

1st
in

READER PREFERENCE

- Among Retailers, Department Store Buyers, Chain Store Buyers, Manufacturers And Salesmen.

IT IS THE ECONOMICAL BUY TOO . . . Costs less per thousand circulation than any other paper in the field.

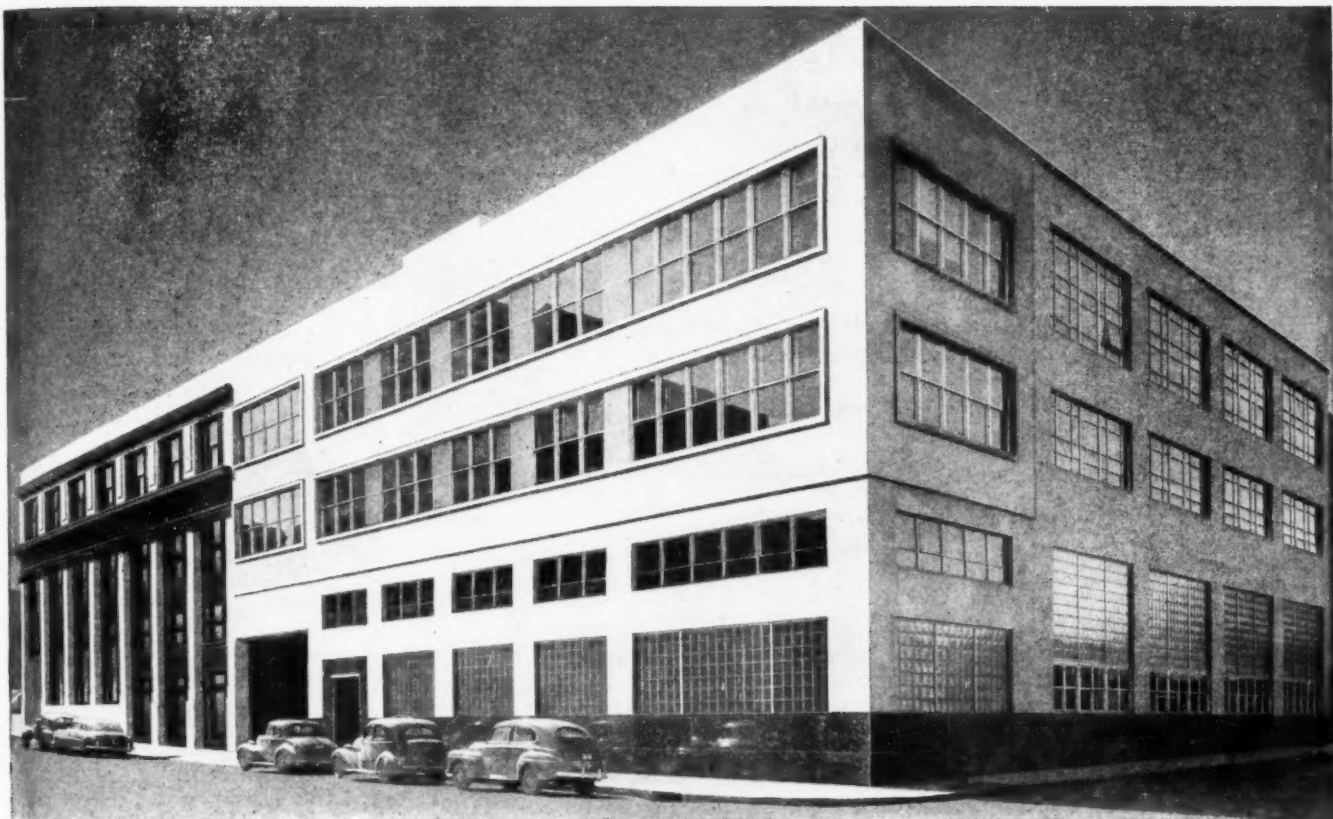
**BOOT and SHOE
RECORDER**

A. B. C.

A. B. P.

A CHILTON PUBLICATION
100 EAST 42ND STREET
NEW YORK 17, NEW YORK

SALES MANAGEMENT



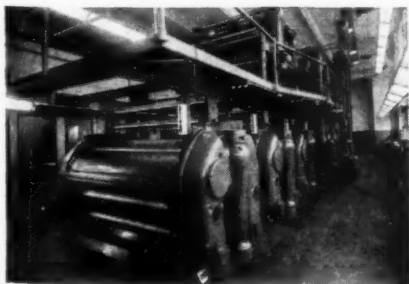
Roanoke Times and World-News Build New Mechanical Plant

Completion of this new home for the mechanical departments of The Roanoke Times and The Roanoke World-News marks the most important step in a program to provide unexcelled service for readers and users of advertising space in these newspapers.

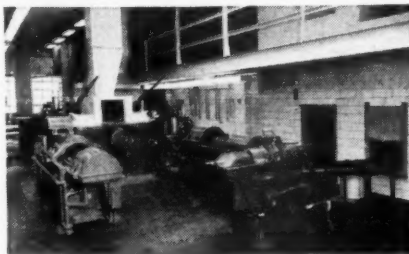
The new mechanical building houses the most modern equipment, including a 6-unit Goss Headliner press with tension plate lock-up (capacity over 50,000 newspapers per hour); stereotyping, composing, mailing and dispatching departments designed for high operating efficiency.

Modernizations and additions to the plant of The Roanoke Times and The Roanoke World-News are in line with the publishers' policy to keep pace with the rapid development of the Roanoke trading area. The object is to render maximum service to the public. Equally significant is the fact that the program symbolizes ever-increasing reader reliance upon these family newspapers. Their combined daily circulation of 78,053* completely dominates the 17-county market in Western Virginia.

*January



This Goss Headliner press has tension plate lock-up, assures safety and better printing.



View of the modern stereotyping department which is newly equipped throughout; automiller in foreground.

ROANOKE TIMES AND WORLD-NEWS

ROANOKE, VIRGINIA

SAWYER — FERGUSON — WALKER CO., National Representatives

New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco



The Human Side

HOW TO LAUNCH A SHIRT

Now you can be a walking advertisement for your favorite ball team. Pacific Mills has made it possible. The company is turning out a fabric—designed and manufactured by it and made into classy sports shirts by Ely and Walker—which will take care of your rooting proclivities and maybe even get you into a fight with a rooter from a rival team! There are shirts, available in 16 different patterns, each based on a different major league team.

Like the Giants? Pacific can make you a walking advertisement of the fact. Live in Carolina? Buy one of the shirts for your kids and they'll get in free to all ball games *if* they're wearing the shirt and *if* you accompany them. How can you resist such a bargain? It's a little idea that the Carolina League formulated. The League thinks it will make permanent baseball fans out of the kids and will drag in a lot of papas and mamas whose interest in baseball hasn't been sharpened up. (And, of course, it's going to sell an awful lot of shirts for Ely and Walker.)

The shirts will go on sale in stores throughout the country. In only two cities will they be confined to a single store. Macy's got there first for New York City, Famous Barr copped the pennant for St. Louis.

Never has there been so much publicity teamwork on shirts as for these. Beginning with the spring training season, newspaper and national magazine publicity and general tie-ins will be built around kids wearing the shirts



ROOTIN', TOOTIN' SHIRT . . . look for it, in one of 13 guises, on the backs of the kids this Summer. This lass loves those Washington Senators and she's letting the world know it.

and photographed—The Thrill That Comes Once In a Lifetime—with the stars of baseball. Papa and Sonny can get on the same team, too. There are sizes for Sonny and adult sizes to take care of Papa.

Down in Raleigh, N. C., the recreation department is planning to organize kids' baseball leagues and is dickering for the shirts as an integral part of the uniform.

'Way down South in Birmingham, the *Alabama News* is planning to give the shirts as prizes to the biggest hustlers among its newsboys. The newspaper is running a subscription drive with the shirts as bait. Winners choose the shirts that feature their favorite teams.

As if all this weren't enough, a baseball essay contest will be run off for boys and girls 17 and under, who participate by getting entry blanks at local stores and mailing essays to their favorite teams. Winners of the national contest will get free trips to the World Series and General Electric television sets.

Did you imagine that launching a sports shirt could start such a publicity barrage? Gives one pause, doesn't it?

ADVERTISING TURNS THE TABLES

They'll do it every time. . . . Every time Management tosses a banquet it also tosses the onerous job of entertaining the mob into the unwilling hands of the Advertising Department. So let us tell you about one Advertising Department which neatly turned the tables when it was called on for "a little fancy entertainment!"

It happened when Monsanto Chemical Co. decided to let the good old Advertising Department provide the diversion at two dinner meetings, attended by nearly 800 men and women, supervisory personnel, from three of its plants in the St. Louis area. Monsanto's Advertising Department got the usual assignment and had a quiet little rebellion all of its own. "O.K.," said the advertising boys. "They want a show. Let's give 'em one." Guess what the "show" was? . . . Give up? Well, the Advertising Department told the story of—yes, you got it—*advertising*.

And maybe those advertising boys *are* a little light headed. They rang up their curtain with a gag news release announcing the development of a new drug called "alpha-cleopatra." Doctors, said the strictly phony release, were using alpha-cleopatra, with remarkable results, to bring the dead back to life. The drug, added the announcement, had been successfully used in restoring life to a guy named Caesar.

When the curtain finally went up ("keep 'em waiting, keep 'em breathless") Howard Marple, Monsanto's advertising director, was brought on stage to tell the audience more about Monsanto's new drug. He played it straight and when he had the audience wondering if it, or he, had blown a fuse, he dragged out a six-inch-thick book, adjusted his glasses, and as a hollow groan went up



The public is accustomed to getting what it wants, when and where it wants it!

Does distribution cost too much?

THE ROLE OF "DISTRIBUTION"

in our competitive economy has too often been misunderstood. Periodically, such cries as "eliminate the middleman," "tax the chain stores," or "cut out the waste of advertising," have arisen . . . and won political support.

On the other side, students of the problem often ask "Can't we actually LOWER consumer prices by spending more on distribution?"

For nothing happens in our economy until something is sold. And without mass selling the increased consumer values which come from mass PRODUCTION would be impossible.

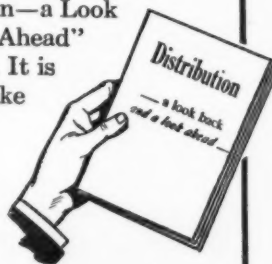
Recently Don Francisco, Vice President, J. Walter Thompson Company, undertook to analyze this whole subject in its historic, economic and practical marketing aspects. His summary

was presented last month before the National Marketing Conference of the Chamber of Commerce of the United States.

Mr. Francisco examines questions such as: *What shall we include in "distribution costs"? How shall we judge whether they are too high? Why have percentage costs gone up? What sort of economies are desirable? Where do we go from here?*

The whole subject is of key importance just now, because of its influence on employment and continued prosperity.

We shall be glad to send you a copy of "Distribution—a Look Back, and a Look Ahead" for your own study. It is free. Would you like a copy?



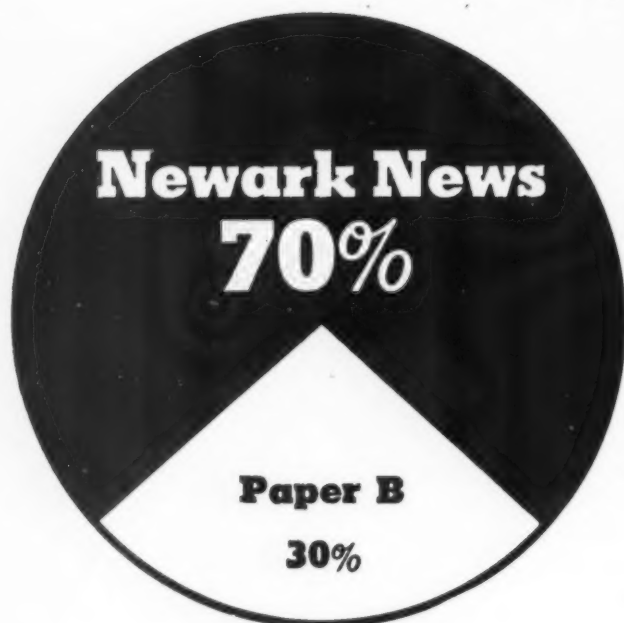
For a final answer, each individual case must be studied on its own merits. But as Mr. Don Francisco said recently before the Chamber of Commerce of the United States, "The all-important fact is that distribution costs should be considered as an integral part of total costs, and not dealt with separately."

Percentage figures are misleading. If the over-all cost is reduced by adding distribution expenses, then the net result is a gain for the community.

Mr. Francisco's analysis of this timely problem in the booklet "Distribution—a Look Back, and a Look Ahead" will be of interest to all those engaged in business management or marketing. Write for your copy to J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y. Twenty-two other fully staffed offices in strategic cities around the world.

"The number of jobs in our production system is determined, in the last analysis, not by management . . . not by the unions . . . but by how much goods can be sold."

The story of Advertising in the Newark, New Jersey field:



Media Records 1948

from 800 throats, tossed the book away and called for the "restored" J. Caesar. In the pit the orchestra struck up "Pomp and Circumstance."

Caesar (a thinly disguised agency account man) listened to the story with dialogue and slides, of how advertising as it is practiced today by Monsanto, could have caused a veritable sensation in his Rome. Marple led the way by demonstrating how Monsanto communicates its messages through magazine advertising.

Julius, the end man in this shell game, kept imagining how he could have taken over the world if he'd had a couple of these tricks up his toga sleeve. And Marple told him about the low cost of advertising compared to salesman's calls, the effect of large scale advertising on mass selling, the recognition gained for Monsanto by national advertising and the subsidiary benefits of advertising such as the preference shown by buyers of stock for companies that regularly advertise. Julius was flabbergasted.

As a matter of fact Julius needed three injections of alpha-cleopatra to get through the session.

Things got a bit more serious when a five-minute movie was shown (written and produced by the Monsanto Advertising Department and shot in color by a Monsanto photographer) which explained how a typical Monsanto advertisement is prepared.



THE KING SIZE HYPO . . . which William A. ("Doc") Lang, Monsanto display and exhibit manager, used to "restore" Julius Caesar, is temporarily out of use. And so is Doc.

Marple discussed the guiding formula behind every piece of advertising. To illustrate his points a mock radio program was run off, highlighted by a vocal solo by an Advertising Department secretary. Gag commercials offering Monsanto aspirin in handy box car packages were aired on the public address system.

This was too much for J. Caesar. He fainted and even Monsanto's wonder drug failed to revive him. The show was over, anyway.



GRIST FOR DECISION

Policy-making executives scan the spot news in the Journals of Commerce, as a guide for day-to-day moves

Ups and downs in many a business are influenced in advance by widely assorted events near and far.

Tomorrow's price structure, supply and demand, scarcities and surpluses, controls and de-controls, inventory factors and profit margins—any of these can be created by today's events.

Each day the Journals of Commerce (New York and Chicago) spotlight all the significant news for business and industry. These complete daily business newspapers are edited solely for business, industrial and financial interests. Spot dispatches from a world-wide staff and exclusive business-angled news features, funneled down to the specific interests of management executives.

To the 200,000 Journal of Commerce readers this is the day's most vital news. Each morning they scan their Journal of Commerce, interpret the facts and make decisions to meet the indicated conditions.

No other source of business news is as complete and authentic as the Journals of Commerce, the daily newspapers that provide grist for business decisions.



Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Have you securities to sell to a market that has capital to invest? Do you have an institutional message for top management?

Write or telephone for the story of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage. Get to the men who DECIDE . . . in the dailies that HELP them decide.

TOP MANAGEMENT'S GOOD RIGHT HAND

The Journal of Commerce, 53 Park Row, New York 16, N. Y.



Chicago Journal of Commerce, 12 E. Grand Avenue, Chicago 90, Ill.

APRIL 1, 1949

To help lessen public confusion, TIME recently published the advertisement opposite in 13 leading U.S. newspapers. Its object was to point out that in measuring the advertising worthiness of magazines, there are not just one, or two, or three measures, but many. About one of these measures (No. 16) the advertisement said:

“Not all the measures of advertising worth can be graphed, not all can be shown on bar-charts.

One such measure, and one of the most significant, is ‘Editorial Impact’—the intensity with which readers read a magazine; the respect and liking they accord what they read there; the way they use, talk about, look forward to the contents of each issue.

Evidence (of different kinds) is available from all magazines on ‘Editorial Impact.’ Ask for it.”

Below, TIME offers a very small part of its own evidence—taken from actual surveys which are available on request.

TIME is the first-choice magazine of:

- | | |
|---|--|
| <input type="checkbox"/> Best customers of leading drugstores in four typical eastern cities (selected in each case by the store itself). | <input type="checkbox"/> City editors of U.S. newspapers. |
| <input type="checkbox"/> A group of top industrial prospects. | <input type="checkbox"/> Patrons of a well-known southern air line. |
| <input type="checkbox"/> Best customers of leading food stores in three large eastern cities. | <input type="checkbox"/> Younger alumni of a large “Ivy League” college. |
| <input type="checkbox"/> Men who bought a well-known corporation tax guide. | <input type="checkbox"/> Leading food wholesalers. |
| <input type="checkbox"/> Recent purchasers of high-priced home furnishings. | <input type="checkbox"/> Leading drug wholesalers. |
| <input type="checkbox"/> Atomic scientists. | <input type="checkbox"/> The customers and prospects of two of the largest U.S. industrial chemical companies. |
| <input type="checkbox"/> Men reporting salaries of \$15,000 or more. | <input type="checkbox"/> The customers and prospects of a large packaging manufacturer. |
| <input type="checkbox"/> Prospects of a leading eastern travel agency. | <input type="checkbox"/> Buyers of a quality men’s wear item. |
| <input type="checkbox"/> Members of a leading shipping association. | <input type="checkbox"/> Commercial traffic executives. |
| <input type="checkbox"/> Top prospects of a metals manufacturer. | <input type="checkbox"/> Seniors in 56 U.S. colleges. |
| <input type="checkbox"/> Charge customers of two famous midwestern department stores. | <input type="checkbox"/> Consumer, dealer and industrial customers in the 14 different fields of operation of a manufacturer of many products. |
| <input type="checkbox"/> A cross section of younger doctors. | <input type="checkbox"/> State administrators. |
| <input type="checkbox"/> Policyholders and prospects of a leading mutual life insurance co. | <input type="checkbox"/> Best customers of two top men’s wear stores in the Midwest. |
| <input type="checkbox"/> Leading obstetricians. | <input type="checkbox"/> TIME’s own readers, men and women—who vote TIME their favorite magazine over all others they receive and read. |
| <input type="checkbox"/> U.S. department store executives. | |

Poll any group of people like these—any kind of people who most resemble your own best customers and prospects. If the group is representative of higher standards of achievement, standards of living, or standards of mind, there you will find TIME readers—and there, almost invariably, TIME is “first choice,” “preferred” magazine reading.

*the Favorite Magazine of
America's Best Customers*

ADVERTISING OFFICES: Atlanta, Boston, Chicago, Cleveland, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Montreal, Toronto, London.

TIME

*cut...
clear...
complete*



CASH REGISTER RESEARCH

What Does It Tell Grocery Advertisers About Chicago Newspapers ?

How do Chicago grocery retailers know which newspaper to choose for their advertising?

An annual sales-volume amounting to millions of dollars swings upon the answer to this single question.

And the answer is simple: *Chicago grocery merchants depend on CASH REGISTER RESEARCH.*

That is why, for years — yes, as far back as records go — these merchants have placed more of their advertising in the Chicago Daily News than in any other Chicago newspaper. Far more!

★ ★ ★

It's what comes into the till that tells! Each day, each week, each month the till is reporting to the retailer what newspaper audience is giving him the *greatest productivity* for his advertising dollar.

That's CASH REGISTER RESEARCH. It's the research which keeps on convincing the grocery retailer that the Chicago Daily News is Chicago's TOP-RANK medium for the profitable promotion of grocery sales!

CHICAGO DAILY NEWS

For 73 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

NEW YORK OFFICE: 9 Rockefeller Plaza

LOS ANGELES OFFICE: Story, Brooks & Finley, Inc.
624 Guaranty Building

DETROIT OFFICE: Free Press Building

MIAMI OFFICE: Herald Building, Miami, Florida

SALES MANAGEMENT

NEWS REEL

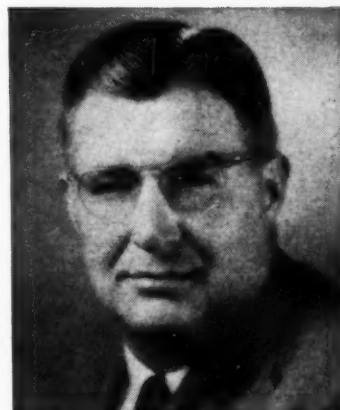


G. H. DAY, II

General sales manager, Lumite Division, Chicopee Manufacturing Corp., which he joined in 1945, has been elected vice-president of the corporation.

CHARLES J. HAJEK

Previously associated with National Dairy Products, Reynolds Metals Co., and Daystrom Corp., has been appointed sales manager, G. Heileman Brewing Co.



ELMER G. RAHE

Appointed top sales executive with the title of director of sales for The Globe-Wernicke Co., he has been associated with the company for 18 years.

DOUGLAS H. HAWKINS

Associated with Koret of California's Sales Department for the past eight years, and currently director of sales, is elected to board of directors.



ROBERT M. OLIVER

Former vice-president in charge of sales, Proctor Electric Co., named general merchandise manager, Traffic Appliance Division, Landers, Frary & Clark.

J. J. KUSCHER

Named general sales manager of DeJur-Amsco Corp., a new position to co-ordinate sales and advertising for domestic, export, commercial dept's.



GEORGE W. ECKERT

For the past 15 years in the paper manufacturing industry, he has joined the National Paper Corporation of Pennsylvania as its director of sales.

JOSEPH TIERS

Promoted to sales manager for distributor sales, in charge of distributor and dealer field activities, for Proctor Electric Co., which he joined in 1934.





IT'S EASY WITH
THE RIGHT
COMBINATION!

In the Memphis Market we do NOT boast hens that lay multi-colored Easter eggs. We do suggest, however, that even the most out-of-the-ordinary results can be expected from the RIGHT COMBINATION.

Advertisers who are looking for something unusual in the way of returns from their investment will find the two Memphis newspapers the RIGHT COMBINATION in a great billion and one-half dollar Market. There are 306,044* combined daily reasons why you get the kind of coverage you're looking for, at an optional combination rate savings of 13c per line.

*ABC Publisher's Statement, 9-30-48.



*Scripps-Howard
Newspapers*

MEMPHIS PRESS-SCIMITAR THE COMMERCIAL APPEAL



from the files of
CONSOLIDATED LITHO
A Sales Promotion Technique
FOR GETTING SEMI-PERMANENT
DISPLAY IN FOOD STORES!

Floor display in food stores can be secured—and retained for long periods of time—if the basic plan is sound. This McCormick Tea floor stand achieved wide placement in big city stores along the East Coast. It also stayed in service through a change in seasons because dealers were supplied at intervals with timely replacements for the stand's *removable* illustration card. The iced tea card shown here was used last summer. A colorful series of hot tea signs, distributed for use during the spring months of '48, preceded it.

This floor stand was developed in collaboration with G. Matthews Baxter, Director of Advertising at McCormick & Company. It served McCormick long and well. Another product of McCormick's unique system of Multiple Management, it was a key unit in a carefully-thought-out, closely integrated promotion plan. Even the captions and illustrations used on the floor stand's removable display cards duplicated those featured in the newspaper advertising running at the time. Food stores were enthusiastic about this promotion and kept the displays in service for many months. As a direct result, *everybody* concerned sold a lot of tea.

G. Matthews Baxter



You too can make your display dollars work harder, provide display aids that earn a higher rate of dealer acceptance and longer terms in use. To find out how easy it is to correlate point of sale, advertising and selling efforts, consult "the Man from Consolidated."

CONSOLIDATED LITHOGRAPHING CORP.

1013 Grand Street, Brooklyn 6, New York • EVergreen 8-6700

SALES PROMOTION TECHNIQUES is the title of a provocative booklet we publish. For a copy of the latest issue, write our Dept. S-5



LOOK

before

INTO

you leap BALTIMORE

LOOK— at the number of City Zone Families in Baltimore today!
It's the fastest growing market in the East.*

LOOK— at how many autos these families buy: in 1947 —
19,655; first 6 months of 1948 — 10,945. And they
support 166 tire outlets, 1,258 gasoline outlets.

(Sales Management Survey of Buying Power — 1948.)

LOOK— how you can reach and sell 57.6% or 197,865 of
these City Zone families with the News-Post . . . more
than any other Baltimore daily newspaper. Total net paid
228,228.

LOOK— if you're selling automobiles or accessories in
Baltimore . . .

LOOK TO THE

Baltimore News-Post

First in Circulation in the 6th Largest City

A HEARST NEWSPAPER — REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

Offices in principal cities: Albany • Baltimore • Boston • Chicago • Detroit • Los Angeles • New York • Pittsburgh • San Francisco • Seattle

*ABC City Zone based on Bureau of Census — 1947 surveys for Metropolitan Districts. Among the ten largest markets in the U. S., Baltimore's rate of growth is exceeded by only two West Coast Cities.

SELLING TALK IS BASED ON KNOWING



HOW TO TALK WELL

by JAMES F. BENDER

The businessman who *knows he knows* how to talk well has the self-confidence and assurance of success. Yes, your manner of talking can be your most faithful booster toward business success . . . or your greatest drawback. This common-sense book can help you increase your earning power, popularity, success and personal happiness.

Improve The Way You Speak, Make Your Talk Sell

HOW TO TALK WELL concerns *you* and *your* speaking ability. It shows you how to analyze your voice and find out what improvements are needed. Then, interestingly and effectively, it shows you how to improve the way you speak; how to make the most of your conversation.

Understand, Train, and Use Your Voice Effectively

HOW TO TALK WELL contains many self-improvement quizzes that will help you improve your pronunciation, voice resonance, articulation, timbre, voice pitch, and vocabulary. You will learn how to tune up your voice, control it, articulate clearly, conquer pronunciation defects . . . how to gain the kind of speaking voice that will improve your business and social relations and help you sell products or your own abilities. At all bookstores.

HOW TO TALK WELL shows you:

- How to make your voice sound better
- How to conquer pronunciation difficulties
- How to add to your word power
- How your voice affects your personality
- How to prepare a speech
- How to make your voice persuasive
- How to be a better conversationalist
- How to measure your business and telephone personality.

See it for yourself!
Order your copy today and

EXAMINE IT 10 DAYS FREE

MAIL THIS COUPON

Whittlesey House, McGraw-Hill Bldg.,
330 W. 42nd St., N. Y. 18

Please send me Bender's **HOW TO TALK WELL** for examination on approval. Within 10 days I will remit \$3.50, plus a few cents delivery charge, or return the book postpaid.

Name
Address
City Zone State
Company
Position SM4-1-49

☐ **SAVE!** If you check here and enclose payment, publishers will pay mailing costs. Return guarantee applies, of course.



BY T. HARRY THOMPSON

At our house, chickens come home to roast.

They're always fixing the roads out our way. Guess they were paved with good intentions instead of good cement.

Frank Wolstencroft, sales-promotion and advertising-manager of Esterbrook Pen, postcards from Seattle: "Forty hours of boredom (on a train), followed by eight filled with beauty that made me cry. 'Majestic' is the only word I can find for the Rockies and the cascades of the Northwest. Warm regards." Our Managing Editor will agree with Frank's estimate of the Northwest Empire.

Reader Beau Beals also postcards to ask if we could call Buckingham Palace "Oedifice Rex"? In the same vein, Betty Zamboni wonders if a banquet for kings, queens, et al, is a "Royal Gorge." Betty also tells me of the slogan her firm (Federal Mutual of Minneapolis) uses: "Don't be haunted by the future."

A psychiatrist says love is a neurosis. Well, sometimes Dan Cupid is Dam Stupid.

Along the Old York Road in Willow Grove, Pa., a gas-station advertises that it washes automobiles and dunks Austins.

Jim McNoldy, of Kane Advertising, Bloomington, Ill., sends a slogan for the Berlitz School of Languages: "Wherever Particular People Conjugate."

"Friend Cheated Them of \$11,500, Two Say."—Headline. That's friendship for you.

PICKLE—A cucumber under the influence of liquor.

Speaking of Max Factor's new Pan-Stik, Jack Lutz says: "Now if a lipstick is for the lips, I suppose a pan-stick—well, *you* get it!" The same correspondent says that, if anyone is thinking of white-washing his fence or barn, he should throw a few packages of FAB into the mix, because "FAB makes white wash whiter."

HEADLINE PARADE

How do you say "forever"?—*The Watchmakers of Switzerland.*
A Diamond is forever.—*De Beers.*

The nicest distance between two points.—*Cadillac.*

See no weevil.—*Trane Heating & Air-Conditioning.* (From an early *Scratch-Pad*.)

"Pullman's Progress."—Article in *"Du Pont Magazine."*

Finished Symphony. — *Bates Sheets and Pillowcases.*

Why repair when you can re-power?—*Buick Fireball Engine for replacement.*

Maybe it's something he didn't eat!—*Post's 40% Bran Flakes.*

"It is possible to bleed to death without suffering pain, asserts a physician. It is hoped this information will afford some shred of comfort to the nation's taxpayers." — *Typo Graphic.*

Show your appreciation *now!*
Don't wait to say it in an *epitaph!*

The squib in Eddie Stuart's *Typo Graphic* moves me to do a capsule-editorial: Government is a toucan. Not to labor the point, government is a toucan . . . the tropical bird that is 50% bill, 50% fuss and feathers. Nor does it seem to matter whether that government be federal, state, county, or city . . . whether the label be Democratic or Republican. The thing you notice first about all government today, like the toucan, is its *enormous bill*. Do we need all that service, and at those prices?

R. M. Roland, of Beneficial Management Corp., tore a Pitney-Bowes page from *Burroughs Clearing-House* and mailed it in. It showed a gal clerk (and really *showed* her). His dialectic comment: "Honey Chile, y'all sho 'nuf wouldn't be wearin' an off-the-shoulder dress in a *bank* . . . in Vaginia? Now would ya? Or . . . would you? An' are y'all sho those dear li'l ole men were sho 'nuf interested in an ole Postage Meta?"

SALES MANAGEMENT

Same old story
in the
**GOLDEN
TRIANGLE-**

**THE
PITTSBURGH PRESS**
IS No.1 BY FAR
IN RETAIL
ADVERTISING



RETAIL DISPLAY LINAGE IN PITTSBURGH—1948

	LINAGE	% OF 3-PAPER TOTAL	GAIN
THE PRESS	13,763,926	45.0	1,650,591
Sun-Telegraph	11,711,450	38.3	1,175,292
Post-Gazette	5,113,410	16.7	67,917

Source: Media Records

As it has for many years, The Press last year carried far more retail display linage than any other Pittsburgh newspaper.

Significantly, as the need for hard selling spreads to more and more retail lines, the proportion of Pittsburgh retail advertising placed in The Press increases.

Last year retail merchants increased their advertising in The Press by more than a million and a half lines—more than the retail linage increases of the other two papers combined. The Press published 45% of all the retail advertising in the three Pittsburgh newspapers.

In addition to having the greatest increase in retail advertising, The Pittsburgh Press had greater increases than any other Pittsburgh newspaper in every major linage classification.

Ask your Press Representative for the linage figures that prove The Press gets results in *your* part of the rich Pittsburgh market, too. And remember . . . every Scripps-Howard Representative is a Pittsburgh Press Representative.

REPRESENTED BY the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No.1

In Pittsburgh—In City Circulation—In Classified Advertising—In Retail Advertising—In General Advertising—In Total Advertising

duplication...

with a CAPITAL "D"



You get two, not one powerful selling medium when you buy WMC in the Memphis market. The station "most people listen to most" in this two-billion-dollar market simultaneously duplicates its AM schedule on WMCF, a 50 kilowatt station with 260,000 watts of effective radiated power. What a buy!

WMC

NBC • 5000 Watts • 790

**WMCF
WMCT**

**50 KW Simultaneously Duplicating AM Schedule
First TV Station in Memphis and the Mid-South**

*National Representatives • The Branham Company
Owned and Operated by The Commercial Appeal*

"DOCTORS SAY . . ."

When copy-themes are running low,
We call upon *el médico*
For statements fashioned to extol
The product by remote control.

From cigarette to toilet-soap,
We writers pin the pious hope
That, when the doctors testify,
This "gimmick" makes the public buy.

Commercials on the radio
Have doctors saying thus-and-so.
The pattern runs about the same.
We seldom give a doctor's name.

We're sure that you will understand;
So, even when we tip our hand,
Don't tell your doctor what you've heard.
Remember, please, that mum's the word.

You never know what he will say.
If really quoted, that's okay.
If not, and you should mention "fee,"
He may say: "Son, it's news to me!"

—T.H.T. in *Poor Richard's Almanack*.

My good southern friends will figure that Reader Roland got his dialect from the movies. For instance, "you-all" is plural, not singular, and a very useful invention it is. Like "ustedes" in Spanish. Since the English "you" is both singular and plural, I can see why urchins say "youse" when they mean more than one.

"Have your nightmares in Technicolor! Sleep in these colorful metal beds by Simmons. Four twin-size in blue and grey; one full-size in terracotta and blue. Were \$29.95; we hope we can get \$14."—Stern's, Philadelphia.

My thanks to George Lamade, president, and Gil Whiteley, advertising-manager, for letting me in on "The GRIT Atomic-Age Luncheon," held at Philadelphia's swank Warwick Hotel. It was "a presentation timed to fifteen minutes on how to reach America's third largest city-and-town market." Convincing, too!

"Every time one man puts a new idea across, he finds ten men who thought of it before he did; but they only thought of it."—Clipped from a sales bulletin.

Cream of the jest on the General Electric Houseparty show (ABC, 3:30) is when Art Linkletter interviews five school-kids daily. Art must hold his breath and pray. One little boy told him recently he would "like to be a sea-lion" so he "could spit on people."

Also, there's no fool like an April fool.

SALES MANAGEMENT

...ON THE SPOT INTERPRETATION.....

.....OF WORLD NEWS.....



RUSSELL WEISMAN
ENGLAND

JOHN C. DAVIS
JAMAICA AND
CENTRAL AMERICA



JOHN G. BLAIR
CARIBBEAN AREA
AND PUERTO RICO



MARY HIRSCHFELD
SOUTH AND
CENTRAL AMERICA



WILLIAM F. McDERMOTT
GERMANY AND FRANCE



JOHN P. LEACACOS
GREECE AND ITALY

MARKETING DATA FOR ADVERTISERS...

The story behind the global story...told to Plain Dealer readers by Plain Dealer writers...direct from the scene of action!

On-the-spot coverage and analyses of the news by our own staff writers...glimpses into the daily existence of human beings, miles apart in distance and often in ideology. One world...at the threshold of thousands of Greater Cleveland and Northern Ohio families...seven mornings a week in the Cleveland Plain Dealer.

The Plain Dealer Market Survey department has compiled factual market data for your use. This information, valuable in appointing and locating dealerships, as well as assisting in establishing sales quotas, is available upon request. Call or write today for an appointment to receive this individualized service.

ALL BUSINESS IS LOCAL



CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

APRIL 1, 1949



Nobody wins in a

The joy ride is over.

**The real race is on, and competi-
tion is tough.**

Now advertising needs a medium

This Week
MAGAZINE

*The National
Sunday Magazine*



a walk NOW!

with big circulation and big
sales power—a medium that
can really move merchandise
in a big way.

**24 GREAT NEWSPAPERS DISTRIBUTE IT!
9 MILLION FAMILIES GET IT!
19¼ MILLION ADULTS READ IT!**



mighty a



attractive!

In Boston, 8 out of the 10 top-rated local programs are on WEEI.*

In fact, all week long "Columbia's friendly voice in Boston" delivers the biggest rating more often than all other Boston stations combined!

Want to make a big "flutter" in Boston without getting burned in the process? Ask us or Radio Sales to tell you more about one of these mighty attractive programs on . . .

WEEI

*Pulse of Boston, Nov.-Dec. 1948

**310
20,000
6,000,000**

No Trick to figuring FARM SALES

for only \$310

—you get a full page in *Better Farming Methods* reaching

all the 20,000 Farm Leaders

County Agents . .
Vo-Ag Teachers . .
Extension Leaders . .
Soil Conservationists . .

who influence the buying of

6,000,000 Farm Families

For 20 years *Better Farming Methods* has been the *Business Magazine* for leaders who train and advise farmers.



CCA Circulation
20,000

**Better
FARMING
METHODS**



WATT PUBLISHING CO., MOUNT MORRIS, ILL.

WASHINGTON BULLETIN BOARD

How Census Will Count Noses

In its 1950 population count, the Census Bureau will make greater use of sampling methods. In 1940, a few of the questions were put to only 5 percent of the population. This time, some are asked of a 5 percent sample, some of 20 percent and some of everybody.

The questions for the whole population are: Name, relationship, sex, age, race, marital status, state or county of birth, worker status, hours worked last week, occupation, industry.

Those for the 20 percent sample: Citizenship, mother tongue, country of birth of parents, school attendance, highest grade completed, place of residence year before census date, veteran status (for males), weeks worked last year, income from wage or salary, income from self-employment, all other income. Those included in the 20 percent sample who have retired from active work are asked additional questions about former occupations.

The questions put to 5 percent of the population cover number of times married, years of present marital status, number of children born (i.e., in contrast with number of surviving children).

These questions will be tried out in May in Anderson, S. C., Edgefield County, S. C., Stephens County, Ga., two census tracts in Atlanta and a segment that will contain groups of households near 67 selected district offices of the Bureau. The dress rehearsal is intended to test the workings of the questions and also to preview costs.

Other Census Plans

Questions in the simultaneous Agricultural Census will fall into seven groups: (1) farm ownership and tenure, (2) land use, (3) crop acreage and production, (4) livestock numbers and production of livestock products, (5) farm equipment and machinery, (6) farm labor including number employed, hours worked and pay, (7) farm income and expenditure.

The questions about equipment, labor and finances will be put to a 20 percent sample, plus 40,000 specified large farms. The census forms will be numbered one to five; 20 per-

cent will be drawn by taking those marked by the same digit.

The Senate Housing bill calls for a housing census in 1950 and so the Bureau will include questions on this subject in its May test. Questions to be asked of everybody: type of structure, year built, condition, number of rooms, toilet facilities, bathing equipment, water supply, kitchen sink, mortgage status, value or contract rent.

This data will be sought for a 20 percent sample: heating and cooking equipment, fuel needed, electric lighting, refrigeration, radio, cost of utilities, whether furniture is rented.

Preliminary returns on the Business Census will appear late this year. The first sheets will cover cities and other areas, plus special subjects. Bound volumes won't be on the market until 1951.

Federal Reserve 1949 Poll on Assets

The Federal Reserve Board is taking another sample poll of people's liquid assets, savings, expenses and buying plans. First results will appear in its June Bulletin.

The 1949 survey will contain some new features:

1. A follow-up of those whose buying intentions were solicited last year. By seeing whether people followed their intentions, the Board may get a good measure of the value of buying-intention surveys.
2. Indebtedness, including installment, charge account, mortgage but not such service debt as doctor bills.
3. More information from auto owners.
4. Questions of home owners on tenure, equities, taxes, modernization and repair expenditures.

The Post Office Bill and Other Pending Legislation

Congress won't give the Post Office the stiff mail rate increases it has asked for. Publishers have convinced members of the House Committee that the estimated loss on second-class is exaggerated. Publishers argued that overhead, chargeable to other mail, is allocated to second class unfairly. Rates for post cards and parcel post will go up.

All time circulation high-

for fastest-growing women's magazine in America...

MODERN ROMANCES HITS



1,333,000!

This spectacular success of the February **MODERN ROMANCES** is only the current high point of a long-term trend:

For 15 consecutive months since December '47, every single issue of **MODERN ROMANCES** has shown a circulation increase over the same issue of the previous year! (*All done on the newsstands, not through subscriptions!*)

In the last six months of '48, **MODERN ROMANCES** sold more copies than in any such period in its 17-year history!

This upward trend is not confined to **MODERN ROMANCES** — the February issue of these three magazines of the Dell Modern Group hit a 2½ year peak of 3,064,000!

To reach young women more profitably than ever . . . sell with **DELL!**

DELL MODERN GROUP



DELL PUBLISHING COMPANY
261 FIFTH AVE., N. Y. 16, N. Y.

"Every Family Starts with Romance"



When it comes to sales climbing, Quad-Cities' "POP"-ulation sets a fast pace. He covers a mountain of sales every day . . . over a half million dollars pass through the merchants' tills here *daily*.*

WHBF can be a big factor in producing sales for you. For WHBF delivers more daytime listeners in the Quad-Cities than any other station . . . more morning listeners than all other stations combined . . . a close second at night. (Hooper)

* Sales Management

Let us give you more information in regard to WHBF's selling power in the Quad-Cities. We invite your inquiry.



WHBF
AM-FM
BASIC ABC

Les Johnson, V. P. and Gen. Mgr
Affiliate of Rock Island Argus



Avery-Krodel, Inc.
RADIO STATION REPRESENTATIVE

The House Judiciary Committee's prospective investigation of the anti-trust laws will probably deal especially with statutes and court decisions that make defendants prove they are innocent. Under the law, the enforcement agency can make a case, subject to refutation, from bare description of the market situation.

Rep. Walter, who is doing most of the work in preparing the investigation, is keenly interested, too, in the necessity for so many exceptions to the trust laws.

Judiciary committee members are holding some initial conferences with top enforcement officers in Justice and FTC. They think that the officials may try to talk them out of the probe.

The Senate, which let its Small Business Committee die, may set up a new one, giving it direct power to recommend legislation, which the old group lacked. A Small Business Committee seems to be needed to handle complaints from constituent small businessmen. The bill that may be voted was put in by Holland, Fla., who would become the chairman. His bill was sent to the sympathetic Rules Committee, in contrast with those of Murray and Wherry, which went to the less sympathetic Banking Committee.

The House Ways and Means Committee has almost fifty bills cutting excise and sales taxes. Getting rid of them is a major party aim of the Republicans. Many of the bills are sponsored, however, by Democrats.

The bill to freeze FTC basing point cases, unless they involve conspiracy, is interpreted by one of the chief draftsmen to cover deliveries only, not purchase orders, during the moratorium period.

Price Discrimination

The Chicago Circuit Court has decided against Indiana Standard Oil in a price discrimination case testing the defense of meeting competition. FTC conceded the fact but argued successfully that it was not a defense.

As the law now stands, the defense of meeting competition may be put in only when FTC brings its prima facie case showing the bare fact of price differentials. If FTC then does nothing more, the case is thrown out. But if FTC shows "injury" or the possibility of it to some customers, the practice will be enjoined. The only absolute defense is that price differentials are based on differences of cost.

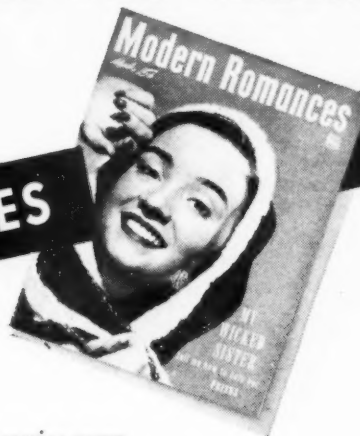
This decision will almost certainly come up in the Walter investigation.

SALES MANAGEMENT

All time Advertising high—

for fastest-growing magazine in its field!

MODERN ROMANCES



...UP 38%!

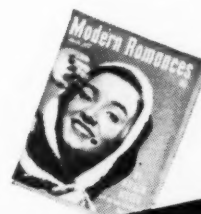
The April issue of **MODERN ROMANCES** carries more advertising billing than at any time in its history.

MODERN ROMANCES' phenomenal circulation growth is proof enough of the vitality of this 98% newsstand-sold magazine...

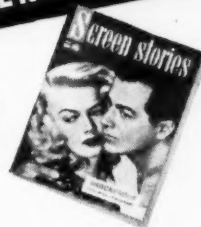
But the steady growth of **MODERN ROMANCES** ad revenue means advertisers recognize that *reader interest* in **MODERN ROMANCES** is phenomenal, too. *For instance, in a recent impartial survey MODERN ROMANCES delivered readers at lowest cost in 43 out of 45 tests with 9 other leading magazines.*

And this amazing gain in advertising is not only in **MODERN ROMANCES** — **Dell Modern Group** billings for April '49 are up 35% over '48!

Readers *and* advertisers both are making this trend—the trend to Dell Modern Group.



DELL MODERN GROUP



DELL PUBLISHING COMPANY,
261 FIFTH AVENUE, NEW YORK 16, N. Y.

modern romances readers

74% MARRIED OR ENGAGED
71% HOMES WITH CHILDREN

"Every family starts with Romance"

PLEASE TURN BACK TO PAGE 29

sell
the
best—

*and the rest
comes easy*

All men are created equal. But customers vary.

The New York market is a patchwork of buying groups, good and bad. Some buy more...more often...more dependably. Others can purchase little beyond the level of necessity.

In New York, these "best customers" do not live on one street, in one area, or even in one economic bracket. They are spread throughout city and suburbs, through the complete range of middle to upper income levels, and in all age groups.

Their strength is not in their incomes alone. Their taste, influence and responsiveness make them key customers. They are the ones who start the sales snowball rolling—who can convert the new into the accepted. From cigarettes to millinery, they make the fashion. In terms of buying potential, they are the steady profit market within the New York market.

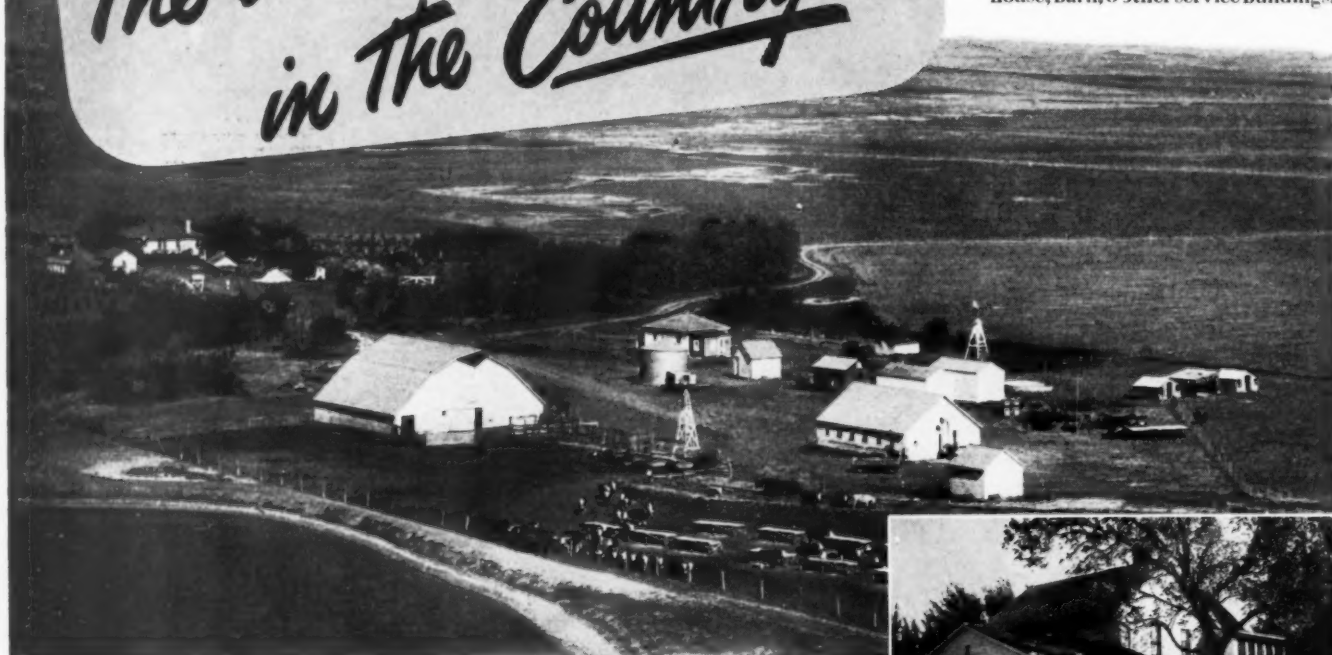
One newspaper in New York delivers this concentrated market-within-a-market with a minimum of waste.

This newspaper, because of its editorial appeal and its institutional influence, by-passes the wasteland prospects and goes straight to the most open-to-buy families in New York.

NEW YORK
Herald Tribune
the Best of the New York Market

*The best-housed people
in The Country*

Country Gentleman Families Need More Buildings. Visible in this airview of a South Dakota subscriber family's ranch are 19 dwelling and service buildings, all well painted and fenced. Average U. S. farm has house, barn, 8 other service buildings.



BECAUSE farming is both a business and a way of life, the farmer is the nation's biggest individual customer for building materials. The city man needs shelter for his family . . . the farmer needs housing for his family, animals, crops, machinery and tools.

And this gigantic market is constantly growing. New construction, maintenance and modernizing of Rural America's 50-odd million farm buildings is a year-round activity. The farm family building bill is currently a whopping \$1 billion a year.

You reach the cream of this rich market through Country Gentle-

man. Its 2,300,000 circulation is concentrated among the "top half" families which get 90% of the nation's entire farm income. Average value of their land, buildings and equipment is nearly double the U. S. farm average.

No other kind of magazine reaches them effectively. That helps explain why building materials dealers give Country Gentleman a 92% lead as the farm magazine "most effective" in selling their customers . . . and helps explain why Country Gentleman ranks 6th among *all* magazines in advertising revenue for building materials, equipment and fixtures.



9 out of 10 CG Homes Are Electrified. Big white house of Kansas subscriber has 2-car garage, is well equipped with electrical appliances and oil-burning furnace.



Top Farms Use Miles of Fence, Gallons of Paint. Neat metal and wood fences and well-painted barn on this Minnesota farm show good year-round maintenance by Country Gentleman readers.

*The best people
in The Country*

turn to Country Gentleman
for Better Farming, Better Living



SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending April 1, 1949

THE SITUATION IN FOUR WORDS

In four simple and direct words the Brown & Williamson Tobacco Company summarizes the change that has taken place as the pipelines of industry filled up and as consumers "unpent" their pent-up demands.

On top of counters all over the country is a sign reading, "Raleigh Coupons Are Back." You don't need to have sat in on policy conferences of this company to feel pretty sure that early in the war the officers said to each other, "Why should we offer valuable merchandise premiums when there is a demand for cigarettes that we can't begin to supply?"

Now they—and most of us—are back to a *normal* market, which means that the buyer is in the driver's seat and can execute *his* wishes about the quality, price, and delivery conditions of merchandise he cares to consider.

The *New York Times* sent a staff writer out to investigate conditions in an area that exemplifies the current economic situation. He landed up in the farm town of Humboldt, Iowa, where he found that business was not bad at all, but that people were definitely shopping around. An electrical appliance dealer told him that business was just about the same in dollar volume as in 1948. But to illustrate how times have changed, he told of an elderly couple who stopped in during the noon hour one day, looked over his stock of electric ranges, then drove to several nearby towns, including Fort Dodge, to see "every range around." They returned at 6:30 and bought one from him.

That's what a *normal* market means—more looking around, more *selling* necessary. Gone are the days when people buy ice cream freezers in January and winter overcoats in July. They know that now they can buy almost anything whenever they need it.

THE CIGAR STORE INDIAN

Last Saturday afternoon I spent an hour at an auction sale in the Parke-Bernet gallery. Furnishings from a big estate were being sold. One of the items was a cigar store Indian—nothing unusual about it. The paint was faded and chipped, and the body was full of bruises and smashes. The bidding started at \$10 and at once the auctioneer found interest in several parts of the room. After ten minutes it was knocked down for \$250. Yes, there is still *demand*—and plenty of cash around.

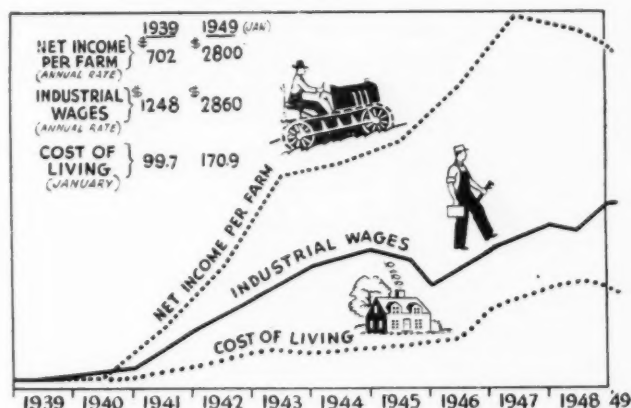
THE UNEMPLOYMENT SITUATION

Unemployment statistics are making the headlines nearly every day, but they don't tell either a complete or a correct story. Few realize how rapid has been the increase in the employable labor force. Mr. J. R. Davis, vice-president in charge of sales, Ford Motor Company, told members of the Sales Executives Club of New York that the labor force has increased by 12 million since 1940.

Dr. Vergil D. Reed of the J. Walter Thompson Company, formerly acting director of the Bureau of the Census, pointed out to me the other day that so many additional people have come into the labor force in the past 12 months that there are actually more people employed today (even assuming the unemployment figure of 3,500,000 to be correct) than there were 365 days ago.

The U. S. Employment Service figures reveal that new jobless insurance claims have been declining weekly since the first of February, when they totaled 347,670. Jobless pay claimants don't show a complete count of unemployment because only about one-half of the people, in the labor market are covered, but the figures do tell whether layoffs increase or decline, and how drastically.

What are the factors which caused the lay-offs in January and February? The magazine *Purchasing* surveyed its readers on the subject and 73% said that the biggest factor was the lack of orders due to catching up with accumulated demand; 68% said that it was lack of new orders due to price resistance; 50% that it was a policy of reducing inventories. Scattered votes went to weeding out unskilled workers, technological changes and increased mechanization, fear of increased taxes, and increased credit restrictions.



The Farmer, the Wage-Earner and the Inflationary Decade

The above chart plots the course of our ten-year war boom. In January, 1939, we had ten million unemployed and 44 million at work, after nine years of depression. Annual net income per farm was \$702. Industrial wages averaged \$24 a week, an annual rate of \$1,248.

In the opening weeks of 1949 we had about three million unemployed and over 57 million at work. Net income per farm reached \$2,915 in 1948, but had dropped to a rate of \$2,800 by January, 1949, still 300 per cent above 1939. Industrial wages were approximately \$55 a week as 1949 got under way, up 130 per cent. Living costs are 71 per cent higher than ten years ago, after nearly a four-point drop in the closing months of 1948.

—Family Economics Bureau
Northwestern National Life Insurance Company

THE RELATIONSHIP OF SALES TO EARNINGS

A compilation made by the National City Bank of New York shows clearly that the solution of the profits problem isn't in cutting down on sales activities. According to their records, among the manufacturing companies that published both sales and earnings figures for 1948 there were 185, or about one out of five, whose sales declined. For the group as a whole an average decline of 14% in sales, was accompanied by an average drop in net income amounting to 51%.

Average Percentage Change, 1947-48, in Sales and Net Income of 185 Manufacturing Corporations Reporting Sales Decrease

Sales Decrease	Number of Companies	Average Change Sales	Change Net Income
1 to 10%	97	— 5%	—28%
11 to 20%	45	—15%	—49%
21 to 30%	26	—25%	—79%
Over 30%	17	—43%	—Def.
Total	185	—14%	—51%

Company management must understand that *sales have to be manufactured*, just as physical products are manufactured, and that the sales machinery must be kept modern and in good working order.

HUNT FOODS TELLS STOCKHOLDERS

In the 1948 annual report of Hunt Foods, Inc., the president explains why more than \$2,250,000 was spent for advertising during the year, an expenditure amounting to almost \$5 per share. The president goes on to say:

"The amount expended in 1948 for advertising and merchandising was large in proportion to sales and earning. It does not follow, however, that such expenditures were immoderate. . . .

The management was convinced that if it was to maintain its position in the industry and continue its growth—competing successfully with long-established, nationally-advertised brands—it would be necessary to make a very substantial investment in the expansion of its markets and the establishment of increased recognition for the Hunt red label.

"The management did not hope to accomplish its long-range objectives by the end of 1948, nor does it feel that it can rest on the progress so far achieved. It will, therefore, be the Company's policy to maintain very substantial advertising budgets, but it is anticipated that sales will be substantially increased so that the cost per dollar of sales will be less in the future."

SIGNIFICANT SHORTS

Salesman missed the third round: According to the National Industrial Conference Board, while hourly rates continued upward in 1948, earnings of the average salesman stood still. Analysis of the annual earnings of the average salesman in 234 manufacturing companies shows a median figure of about \$6,000 for 1948. This was also the median for the 1947 earnings of the same group.

The Census of Manufactures: Advance sheets on the Census of Manufactures show that market analysis based on the old 1939 figures could be far off the mark. Taking a sheet at random, the rubber footwear industry now includes 26 instead of 13 establishments, has raised its employment from 14,861 workers to 23,952, and the value of its shipments from \$50 million to \$198 million.

Selling an Adequate Advertising Budget: A very helpful booklet available to SM readers shows how to make the "biggest" sale. The Putman Publishing Company, 737 North Michigan Ave., Chicago 1, Ill., suggests seven specific steps in "How to Sell Top Management on Adequate Budgets for Industrial Advertising."

PHILIP SALISBURY
Editor



In February 1949, the Business Trend dropped 16 points to 213, its lowest level since the first quarter of 1946. The February decrease reflected the major decline in business spending which was not nearly offset by slightly increased new orders.

A further decline of about 1 point will be registered in March. With new orders remaining at their previous month's level and business spending decreasing only fractionally, preliminary estimates of the Trend for March indicate a figure of about 212.



The 5 & 10c Stores: How Big a Market for You?

BY THOMAS HARVEY McCLURE • McClure Associates, Sales Counselors

Consumers have a weather eye on both penny savings and quality. Mr. McClure runs through the sales—and buying—plans of the nation's top ten chains and forecasts a boom year in 1949 for the syndicate store chains.

With normal sales increases, the 10 largest of the fixed-price variety chains will sell over \$2 billion worth of merchandise during 1949. The 5 & 10c stores are definitely big business.

The Woolworth Co. during 1948 marked up a gross sales figure of \$623,935,802—5% better than in 1947. This accounted for one-third of the total business done by the "Big Ten." Kresge, Grant, Kress, Murphy, and Newberry follow, in that order, and H. L. Green joined the \$100,000,000 group for the first time. The others are McCrory, right behind Green, with \$97,516,000, Neisner and McLellan.

All of these organizations are anxiously watching the trend in consumer spending and, of equal importance, the trend in consumer taste. Will the five and dime shopper continue with his or her tendency to be more choosy, more selective? This definite change from the wartime loose spending habit became increasingly apparent during the past year. In fact, if it hadn't been for the week immediately preceding Christmas, 1948 showings would have been materially affected. For some reason, the 5 and 10 customers loosened up during the period after December 15th and literally swept bare the counters of these stores.

The effect of the lag in sales during the November, early-December period has sobered the optimism of many syndicate store executives, and a serious study of the market picture is underway in every headquarters office.

Following a series of conversations recently held with managers, buyers and top executives, it is evident that all members of these organizations are being alerted for increased selling effort. It is generally admitted that sales are going to come harder. The men and girls on the sales floors have felt the needle. Managers, superintendents, district officials, and buyers anxiously watch daily sales figures; the men higher up watch another figure, operating cost. Increased efficiency is as necessary to profits as increased sales.

It is evident from a study of the accompanying chart that the 5 & 10's are not planning to increase sales by adding stores. The trend is definitely in the other direction—to make big

ones out of little ones.

As one Woolworth executive points out, it is much less expensive to operate one big store with annual sales of \$2 to \$3,000,000 than three small stores totaling the same amount. An experienced manager with the office and office staff necessary can handle increased business at very little increase in supervisory costs. This trend to bigger stores is evident in Woolworth openings during the last year or so, such as the ones on Crenshaw Blvd., Los Angeles, in Bridgeport, Conn., and at Broad and Market Streets, Newark, N. J.

More Openings

Other fine stores which were opened during the past year include those of the G. C. Murphy Co. in Richmond, Va.; Neisners in Washington, D. C. and Evanston, Ill.; McCrory in Aiken, S. C.; McLellan's in St. Paul, Minn. These are just a few of the new 5 & 10's which offer increased convenience to shoppers of America. The movement goes down the line to stores which service smaller towns, such as the remodeled Newberry stores in Claremont, N. H., and Norway, Me.

These new and remodeled bigger stores increase sales because of increased sales area, but of equal importance they permit the introduction of new equipment, labor-saving as well as sales-inducing. For example, in the new Kress store in Summit, N. J., an automatic elevator connects the candy stockroom with the candy counter. Fresh stock comes up as needed and trash, broken boxes, etc., go down.

Executives of other chains, on seeing this innovation, speculated on the possibility of using the same idea in other departments. Of course it is in general use now at the fountains.

Reconstruction has many other advantages besides increase in sales area and improving appearance. Insurance cost reduction is one that really helps. Even those companies that carry their own insurance fund can testify to this. Another is less loss from soilage due to better lighting and cleaner air. Air conditioning cuts down absenteeism because of sickness.

But it is the sales effort which is really getting the green light for 1949. Executives are exhorting, encouraging and pleading. They are using every device from the old college try "A Big Day for Dear Old Joe" to special prizes, bonuses, vacations, and better employe relations in general.

Evening bull sessions are the rule. Sales records are torn apart and

when something good shows up, word is sent out to the buyer, manager, or even store department head who was responsible to "come in and tell us how you did it."

Timidity is out. Aggressive and persistent sales efforts are in.

Woolworth plans call for "a continuation of the chain's successful policy of the past," but, as one executive adds, "with a fire under it."

Nothing is being taken for granted at the Woolworth offices. Old and established lines of merchandise are going to get the same sales tests as new ones. One buyer says, "We think we've got the best, but we're going to be certain. New items are being carefully screened to make sure we don't miss anything." The same attitude holds with the sales promotion department. The plan is to test sales ideas as fast as they are developed.

There is no drastic change in Woolworth strategy, but as was suggested, they've "built a fire" under the one they had. One organizational change involves the addition of a new warehouse in Chicago to serve the Middle West Woolworth stores. This will supplement those in New York City and San Francisco, and will give special service to smaller stores which cannot take advantage of manufacturers' prepaid freight terms.

Ten Year Comparison of

1938

	No. of Stores	Gross Sales	Average Sales
Woolworth	2015	\$304,305,000	\$151,000
Kresge	745	149,286,000	200,000
Grant	489	97,516,000	199,000
Kress	239	82,187,000	344,000
Murphy	201	42,190,000	209,900
Newberry	476	49,041,000	103,000
Green	132	36,413,000	275,000
McCrory	201	40,068,000	199,000
Neisner	109	20,143,000	184,000
McLellan	236	22,282,000	95,000
TOTAL	4843	\$843,431,000	
AVERAGE			\$174,000

The second largest 5 & 10 chain is the S. S. Kresge Co., now under the presidency of Dan Fischer. Mr. Fischer seldom walks if it is possible to run. This spirit is being felt throughout the organization, which will be even more on its toes during the coming year. Kresge's is being streamlined by elimination of the old green-front type of store. This means that all outlets will now have a wider price range, and the cost of store operation will be reduced. The attitude of the Kresge buying department toward new merchandise is that prices are coming down, values are going up. The new buying office in New York City supplements the main office in Detroit and insures that Kresge's will not miss any bets.

Heavy Advertising

Last year Kresge inaugurated an intensive newspaper advertising campaign in those areas where their stores are concentrated most heavily. Another one is planned for this year and will follow the 1948 plan. These advertisements were excellently handled as to typography and layout—a new departure in chain store advertising of any kind.

The S. S. Kresge Co. believes in advertising for its suppliers too. One executive says, "We have always

of 5 & 10 Sales

1948

No. of Stores	Gross Sales	Average Sales	% of Dollar Increase
1949	\$ 623,935,802	\$320,000	105%
696	288,448,485	414,000	93
481	234,073,100	486,000	150
249	165,366,617	664,000	101
210	137,564,415	655,000	220
484	134,770,973	278,000	174
219	101,064,460	461,000	177
202	97,583,042	483,000	143
118	57,638,738	488,000	186
224	55,434,550	247,000	148
4832	\$1,895,910,182	\$392,000	124

taken advantage of sales campaigns which influenced consumers. In other words, we have tried to ride the tail of the big advertising campaigns when it was possible. Now it looks as though we are going to move in the other direction too. In other words, unless a manufacturer does make some special sales effort, we will be unable to handle his product. This of course applies to those fields in which advertising is general."

The W. T. Grant Co. is third in sales volume in this group. However, it should be pointed out that Grant has always put special emphasis on soft goods. In the larger outlets they have really gone department store in style—even to the introduction of Credit Book accounts in 40 stores, and instalment selling. For this reason the Grant Co. has contracted some of the problems of department store operation.

In looking to the future, it is of interest to note that some of the smaller Grant stores are definitely following a more typical 5 & 10 style—both in appearance and in merchandise. This may set the pattern for other small stores and the company policy.

One executive pointed to the unusual local advertising which was handled in the offices of the larger stores. Other newspaper campaigns

are prepared in the national offices. New display ideas are worked out in the special showroom nearby. "Our buyers know that Grant merchandise must be competitive both in price and quality," reports a member of the headquarters staff, "and our managers know that their success during 1949 rests on their ability to take advantage of every break. It's up to our Sales Promotion Department to be sure they get plenty of them."

The 249 Kress stores located through the southern and Pacific Coast states have held their place with the highest average sales per store. This has been done in spite of their resistance to the general 5 & 10 move toward higher price merchandise.

S. H. Kress has very few items in its regular stocks which sell at over 50c and practically none at over \$2. In spite of this, it is probable that the average per sale is not much lower than that of Woolworth, although it must be well below that of W. T. Grant. In other words, to average higher per store, they've got to make more sales.

Evidently the precision operation of Kress stores really works. No other variety chain exercises such control over store stocks. This carries right down to the place and area to be occupied by each price size of each line

on the counters and even in the stockrooms.

Kress store control includes display arrangement both window and inside the store. This is one of the answers to a more intensive selling effort which Kress executives plan for the coming year. An example of more effective displays appears in the new Kress store in Summit, N. J. Island type "displayers" have been located in the aisles. Customers select the merchandise they wish and take it to a central wrapping desk. This device permits the showing of more goods than possible in the same amount of square feet of counter and also reduces floor sales service by encouraging customers to serve themselves.

Effective display ideas are just one of the Kress tools. A newspaper campaign in the West Coast District last year is evidence of another trend in the Kress offensive. "We've been looking for a belt-tightening for some time," says an old Kress man, "and we are going to let loose some real selling this year."

Right behind S. H. Kress in average sales per store is the G. C. Murphy Co. They are moving up fast and the entire retailing world is watching and cheering them on. A visit with Murphy President, Paul Sample, and his staff gives the impression that here is a group of young executives who know where they're going. More remarkable, however, is the feeling that in achieving their goal they are going to help the entire industry in every possible way. Even the most competitive organizations have found that there are no secrets in Murphy offices. In a recently published brochure, the company describes itself as, "a closely knit organization, geographically designed for the economical distribution of popular price merchandise."

Success Formula

One of the reasons for Murphy success, is the concentrated location of Murphy stores. With headquarters in McKeesport, Pa., about 90% of the stores are only an overnight truck run. This has made it possible to route about 50% of all merchandise sold in Murphy stores through the giant warehouse. It makes for closer relationship between store manager and buyer, promotion department, accounting, and inventory control.

The Murphy attitude toward 1949 is voiced by a member of the headquarters family: "Our plans are to just keep doing the best we can. We appreciate the way our customers keep on buying more goods and we

will certainly see to it that they aren't disappointed. We also appreciate the job our suppliers are doing in helping us put the right merchandise on our counters."

Plans of the J. J. Newberry Co. for 1949 are concentrated on raising the average per store volume. Third in number of stores, they are ninth in sales per store. In itself this is not significant—Woolworth is eighth. But it does point out the opportunity. That they are following this up with proper effort, is shown by the fact that in 1948 they were second in sales increase.



DISPLAY ISLANDS: Customers select their plants or lamp shades and take them to a central wrapping desk in the Summit, N. J. store of S. H. Kress & Co. This self-service retailing means lots more display space, fewer salespeople.

Newberry plans call for remodeling and increasing store sizes just as fast as it can be done. "We have plenty of plans for 1949," states one of the officials. "They include looking for good value, consumer accepted merchandise, and harder work on the selling end. Our most important plans, however, are those on file in the architect's office."

Importance of Price

The H. L. Green stores have made a consistently good showing under the direction of President Andy Holzemer and backing of Harold Green. Their feeling toward 1949 is, "Price will be most important from now on. We're checking every competitor and will make every effort to see that our customers get their money's worth. Watch our new stores too. We've planned some beautiful ones that should open this year."

The largest store in the chain will open in Dallas sometime during the

coming summer, and plans indicate that it will be one of the finest of all 5 & 10's.

Sales Promotion Manager, Loren C. Shockley of the McCrory chain says, "We aren't trying to fool ourselves with any magic formula. The time has come when we all have to get to work. During 1949 we expect to take advantage of every trick in our merchandising book. If nationally advertised goods sell faster and because of their turn-over show more profit, we'll push them. If an item outsells its competition because it is bigger in size or more attractive in

appearance, we'll push that. Whenever merchandise shows signs of moving, it's going to get plenty of help from us. Of course we can also increase volume by adding new stores or remodeling old ones, and we are doing that where the costs permit. The best bet though is to work harder and I think we all understand that at McCrory's."

With stores heavily concentrated in Chicago (22) and Detroit (27), the Neisner chain must devote a large part of its sales effort to big city merchandise. This is noted in the effective local advertising campaigns and display styles of Neisner stores.

Although the number of stores is comparatively small, 118, the sales average is high—\$488,000 for 1948, or third in the 5 & 10 field. Evidently, Neisner is one chain which may be expected to go after increased business by adding new locations. That this is in mind is evidenced by recent openings in Washington,

D. C., and in Evanston, Ill. The new office in Rochester is also in line with an expansion policy.

Neisner officials state that they are putting special emphasis on lower prices. "We believe living costs are coming down and we are planning for 1949 accordingly."

McLellan is the last on the Big-10 list, but still well above the average 10-year percentage in increased sales. McLellan's opportunity obviously lies in possible increases of sales per store. Their stores in Springfield, Mass.; St. Paul, Minn.; Tucson, Ariz.; Memphis, Tenn., are typical of the future which McLellan is building. A McLellan executive says, "In 1949 our small stores are going to get special attention and increases should follow. It won't be easy, but we're all set to work harder."

Direct Control

No story on 5 & 10 chains would be complete without mention of the many fine smaller groups headed by Scott-Burr, Rose, Sprouse, Reitz, Morris, Cornet, Rascoe, etc. These companies all have one big advantage over the larger ones. The owners are the operating heads. They are working in the stores, in the buyers offices, in the equipment and construction departments. They feel directly the day-to-day demands of customers, see offerings of suppliers, talk with contractors, and know all of the people who work for them. Such a situation has great advantages over that which comes with size, and the result is that these little chains are humming, growing and prospering. Everyone of them is going to do well in 1949 and is going to contribute to the prosperity of the country.

It looks like a big year for the 5 & 10 chains. Taxes are about the only item which can't be eased by intelligent planning. Manufacturers know they will be back in a buyers' market and Variety Store merchandise is already being repriced.

Good candy will be plentiful this summer at 20c per pound; other manufacturers are lowering shipping requirements; new items in metal and glass are coming on the market.

Manufacturers of 5 & 10 merchandise are sitting up nights figuring costs and planning new products. The supplier who submits last year's item at last year's price is not going to sell much in 1949.

In other words, competition is getting in its good work. The chains are going to feel it and their suppliers are certainly aware of it. The man who will come out ahead on the deal is the 5 & 10 customer.

The Story Behind the Rise Of Minute Maid Orange Juice

Based on an interview by Etna M. Kelley with

HOWARD C. BOERNER • Sales Manager, Vacuum Foods Corp.

Intensive sampling and a splashy merchandising campaign built around a member of its board, Bing Crosby, have run the idea for a frozen orange juice concentrate into a multi-million dollar business in three years for Vacuum Foods.

A staple—a bread-and-butter item which would draw shoppers *regularly* and *often* to frozen food cabinets—has long been wanted by both grocers and members of the frozen foods industry. There are indications that it has arrived in the form of a quick-frozen orange juice concentrate. A relatively new item, its sales have zoomed and are still nowhere near the saturation point. Observers predict that one-half of the Florida orange crop eventually may be marketed as a concentrate.

For an example of the remarkable growth in the orange juice concentrate field, take a look at Vacuum Foods Corp., New York City, producers of Minute Maid brand. For the 1948-49 season, the production of Vacuum Foods alone will run an estimated 3,500,000 gallons of concentrate (equivalent of 14,000,000 gallons of natural juice). "Translated into sales," points out Vacuum's 34-year-old sales manager, Howard C. Boerner, "this should exceed \$10,000,000."

Minute Maid, a pioneer in the field, has several plants in Florida. The company started commercial production in April, 1946, after two years of intensive research by the National Research Corp., Boston. Production is seasonal, December through May, in Florida, and the firm processed only 90,000 gallons of frozen concentrated juice in the Spring of 1946. Production in 1946-47 rose to 360,000 gallons, and in 1947-48, to 1,260,000 concentrate gallons; this season, as stated above, should total three and one-half million gallons.

Vacuum Foods lost money during its first two years of operation, but the turning point was reached before the end of the third fiscal year, July, 1948, when, on sales of nearly \$3 million, there was a net profit of \$149,566. Now, with a well organ-

ized merchandising campaign, the future looks rosy for the organization.

Vacuum's swift sales rise may be credited in large part to the merchandising campaign, which includes radio and newspaper advertising, sampling, and demonstrations. Bing Crosby, a company director, endorses the brand in radio and newspaper advertising, and elaborate point-of-sale material. But there are other factors at work:

One is inherent in the nature of the product itself. Processed by a method which grew out of wartime research, Vacuum's concentrate retains the flavor and nutritional values of the juice of tree-ripened fruit. "Actually our chemists can prove that Minute Maid has more vitamin C than that found in juice squeezed from fruit on grocer's stands," claims Mr. Boerner, "but we feel that the public is not yet ready for that startling statement." The product is a concentrate, sherbet-like in consistency. The concentrate is returned to natural strength and taste by addition of three parts of water.

Competitive Price

The recommended consumer price, 25c for the six-ounce can (makes 1½ pints or 6 four-ounce servings) compares favorably with fresh fruit during the orange season, November through June; the remainder of the year, claim Vacuum officials, it represents a "definite saving over the ordinary orange." In addition to being competitive in price the concentrate saves the buyer the bother of carting home bulky oranges and the labor of squeezing them. Grocers are happy too. The concentrate draws traffic to the frozen foods cabinet—and eliminates spoilage loss on fresh fruit.

Vacuum was originally organized to manufacture an orange juice powder. The powder idea came from National Research Corp., Boston, which played an important role in the development of penicillin and the drying of heat-sensitive products. During the war, Dr. Norman V. Hayes, N. R. C. scientist, began to experiment with a patented, high-vacuum process, previously employed for drying blood plasma and penicil-

This Fresh-Frozen Orange Juice
is Simple to serve...
Sure to please!

MINUTE MAID
QUICK FROZEN
Concentrated
ORANGE JUICE

27 OZ. SIZE for bulk serving. Makes 3½ qts. of juice. Ideal for mess and hospital use.

EASY TO STOCK. Takes far less refrigerated space than fresh fruit! Keeps! No spoilage worry.

READY IN A JIFFY. Just add water - serve! No defrosting necessary.

EVERYONE LIKES IT! All the natural flavor of tree-ripe oranges. Fresh from the grove!

Serve Minute Maid often. It's a time-and-work saver... beautiful... eye-appealing... always sure to please!

MAKES 1½ pints of juice - equals 9 to 12 oranges. Delicious, economical, convenient. Stock it - watch it move!

For finer flavor order
Minute Maid
Fresh-frozen Orange Juice

PRODUCT OF VACUUM FOODS CORP., NEW YORK, N.Y.

NO SQUEEZE: Housewives have been quick to respond to the convenience appeal in concentrated orange juice, but Minute Maid carries on its educational campaign, knowing full well that there are millions of orange juice lovers to be switched from fresh and canned juice. From the look of the sales curve, it's a cinch that "the switch" idea is working—3½ million gallons strong!



SAMPLING: Minute Maid's girls with samples of orange juice made from concentrate are on hand at many a food convention, along with displays (below) of miniature as well as over-size cans. This intensive cultivation of the trade plus extensive point-of-sale tie-ins (right) have built frozen orange juice into a traffic item for dealers' frozen food display cabinets. Grocers are happier!

lin, for reducing orange juice in successive stages to a sherbet-like concentrate, and then to an extremely hydroscopic, pure, orange juice powder. John M. Fox, now president of Vacuum, then in charge of National Research Corp. sales, realized that when the war was over, National would need a commercial application of its unique process, to stay in business. In 1945 Mr. Fox obtained a United States Army contract for furnishing the powder, and, with this backlog, he was successful in raising \$2,500,000, with which Vacuum Foods Corp. was established. At war's end, the Army cancelled its contract, but management decided to go ahead with its plans for producing the powder. National's contribution was the construction of the needed plant, and licensing the process exclusively to Vacuum.

A Private Label

Mr. Boerner, who had recently joined the company, had previously had experience with frozen foods, and it was he who suggested marketing the sherbet-like concentrate in frozen form, but under a private, or packer's label—while awaiting the production of the more complex orange juice powder. Real success came only after Vacuum struck out on its own, in September, 1947, and offered the six-ounce orange juice concentrate under the Minute Maid label. Meanwhile, Minute Maid in hotel-size containers, had won a foothold in the consumer market. By that time it had also become clear that the orange juice powder could not be produced and sold profitably in peacetime.

For over a year, supplies have lagged behind demand, and it has become clear that creating a demand for Minute Maid is not a difficult task. Nevertheless, the firm's man-



agement is proceeding cautiously, market-by-market, with an eye to permanence. Sales headquarters, under the direction of Mr. Boerner, are in New York City. There are regional offices in Philadelphia, Chicago, Atlanta, and Dallas, each of which has a staff of salesmen who train and work with frozen food distributor salesmen. These men, in turn, sell to retail stores with frozen food cabinets. At the present time, 50,000 out of the 75,000 to 100,000 frozen food outlets in the United States are reported to be carrying Minute Maid. Distribution is practically complete east of the Mississippi and extends to the Rockies.

First step in opening each new market is for Vacuum officials to meet with salesmen of distributor organizations. Distributor salesmen are imbued with the advantages of the product; reasons consumers will welcome it; the store traffic it will create for the grocer, with benefits extending to other frozen foods carried.

Acceptance comes easier because of the educational campaign the com-

pany has been conducting among both consumers and the trade. This was particularly necessary in 1947 when there was collapse of the citrus fruit market and conditions in the frozen foods field became chaotic.

As Mr. Boerner puts it: "The consumer found it difficult to believe that the foreign-sounding phrase, 'concentrated orange juice,' could represent a quality juice, because of the normal resistance to canned juices versus freshly squeezed juice. Also, packed in a small tin can, its value looked too small for the price asked, especially when compared with canned orange juice. Thirdly, the consumer had for years been told that unless she squeezed the fresh fruit and consumed it immediately, she was losing nutritional quality."

From the beginning emphasis has been on sampling, based on Vacuum management's belief that anyone who tasted would become a customer. "You can't believe it until you taste it," was adopted as a company slogan. To get the product into stores, dealers were invited to provide lists of 50 to



100 of their customers, each of whom would receive a free sample in the grocer's name, upon bringing the card to the store. Store demonstrations were also used.

These ideas worked. A check of customers in Westchester County, N. Y., showed that 86% of those who received samples through bringing cards to the stores later became regular Minute Maid users, and that their average purchases came to 3.9 cans per week. Surveys were also conducted to measure response to the product, and a large percentage said they believed it more economical than juice they squeezed themselves, while seven out of 10 considered it "better" than what they squeezed at home.

Demonstrations have been expanded, with participation by distributors and dealers. Squads of trained demonstrators were put into areas for two days at a time, and servings ranged up to 300 and 400 per day in individual stores. Though this program is expensive, it has been apparent that word-of-mouth advertising was particularly valuable for the product.

Meanwhile, the advertising appropriation for Minute Maid had been quadrupled, and Bing Crosby, who had become a director of the company, began a morning, 15-minute, five-days-a-week program in its behalf over CBS. Newspaper advertising also has been stepped up, with copy taking two forms—one featuring Bing and tying in with the radio programs, and another stressing the freshness, flavor, nutritional qualities and economy of the product. Crosby's informal, but sincere-sounding commercials, and his quoted endorsements in newspaper copy undoubtedly have won new converts to Minute Maid. Doherty, Clifford & Shenfield, Inc., New York City, is the advertising agency.

Dealer aids now being furnished include illustrated leaflets which tell the advantages of Minute Maid and how to serve it; window streamers and posters, in color, featuring Bing and his four sons, with their quoted endorsements.

Vacuum Foods has exhibited extensively at trade shows and conven-

tions, as a means of educating the trade. A typical display has as its focal point a huge model of the Minute Maid tin, with blow-ups showing orange groves and the factory at Plymouth, Fla. Sometimes pretty girls are employed in groups to serve samples of the juice. In all instances, the emphasis is on tasting, in accordance with the belief of Vacuum officials that "One taste will make a customer."

Concentrated Attack

Concurrently with the consumer sales program, Mr. Boerner is aggressively expanding the Institutional Division. Instead of the buckshot method of hitting out at all public and private eating places, one segment of this vast field is gone after at a time. First emphasis was on the hospital market. Selected were distributors who know how to cultivate that market, who can talk vitamins as well as price, and who can go into the chemistry of the reconstituted orange juice. Institutional salesmen on Vacuum's staff work with experienced distributor salesmen and contact head-quarter buying points of large hotel and chain organizations. In the past year, institutional sales have risen with the same momentum as consumer sales. Chain drug stores are now under cultivation as a market. Tests are being made with dispensing machines for automatic servicing.

Case histories that are also success stories are common in the company's annals. Two and a half years ago the concentrate was in only 1,000 New York retail outlets, and average volume was two cans per week per store. Last May 6,000 New York stores sold Minute Maid, and the average was three dozen cans per week per store. Toward the end of summer, supplies ran short and had to be allocated; sales rose sharply as soon as new crop production became available, and some chains now average 22 dozen cans per week, "out-distancing sales of all other frozen foods combined." Mr. Boerner believes that the average of four dozen cans per store will be minimum for 1949.

Vacuum Foods' management foresees expansion of the company. There is reason to believe that the potential market for the orange juice concentrate is enormous, embracing not only many who will switch from fresh fruit to Minute Maid and others in its class, but also those who lack time and inclination to carry home oranges, to store them and to squeeze them—in other words, those who have not previously been consumers of the fresh fruit.



GUY GILLETTE

They're in the News

By Harry Woodward, Jr.

MOTHER COULDN'T STOP HIM . . . because Clinton Smullyan was born a salesman. Mama caught her baby, age seven, climbing a scaffolding to peddle soft drinks to a construction gang. She put him out of his first sales job on the spot. Today he's vice-president in charge of sales for Phillips-Jones and she's his biggest rooter. Clint Smullyan holds down an important sales manager's job at 33, is the bright lad who last year spark-plugged the successful store rejuvenation plan for P-J's dealers. Hundreds of them have made beautiful sales bonanzas of outmoded stores with Clint's help. Furthermore Smullyan believes in treating every dealer as if he had just bought—or was about to buy—a million bucks' worth of Van Heusen shirts. He knows what it is to sell the hard way. When he was a 21-year-old stripling he refused to trade on his Dad's success, opened sales offices in the Empire State—youngest tenant the building ever had. Only after he had made a go of his own business did he hang his hat on Phillips-Jones' rack. Ask anyone around the place if he hasn't proved that *sometimes* the progeny is as smart as the papa!

HE KNEW WHAT HE WANTED . . . even in college. George O. Hays is that *rara avis* who coupled his two big interests—which look light years apart—and parlayed them into a success story. When he was an undergraduate at Purdue, pursuing civil engineering, he was one of the founders of Sigma Delta Chi, national journalistic fraternity. After he bagged his degree he scouted around for a job that would combine engineering *and* journalism. Naturally he ended up as a cub reporter on Penton Publishing Company's *Iron Trade Review*. Now, 36 years afterwards, he's been elected president of Penton. Year after he joined *Iron* the bosses discovered another of his facets, tossed him a rate card and sent him out to sell space. For the next 16 years he sold it, working out of New York City as eastern manager for all the Penton publications. The year of the Great Bust he came home to Cleveland and helped transform *Iron* to *Steel*. Been there ever since.

JEAN RAEBURN STUDIO



SALES MANAGEMENT



GUY GILLETTE

SELLER AND BUYER . . . No matter which market—buyers' or sellers'—turns up "heads," one of these boys will be in a pretty spot. The other will merely take it in his stride. For James S. Cawley, (left) of *Factory Management and Maintenance*, has been elected "Best Industrial Space Salesman," and William H. Schink, of G. M. Basford Co., copped the pennant as "Best Space Buyer." Industrial Advertising Association of N. Y. pondered qualifications and made the decisions. Jim Cawley who loves selling like some men love Scotch, has been for years selling space to Bill Schink, who loves buying but who can ask more \$64 questions than a Quiz Kid. The two old friends—one the hearty extrovert, the other the cautious thinker—have had a terrific time pounding each other on the back and practising techniques and resistances since the awards were handed out. Jim has been with McGraw-Hill for 25 years, Bill has done his duty for Basford for 27. Off-hours Jim pinch-hits as a lecturer on Selling at Princeton . . . Bill puts a bunch of boy scouts through their paces.

THE UP-STATER . . . who's the newly-elected chairman of the Executive Committee of The Advertising Council is Young and Rubicam's Louis N. Brockway. The studious-looking Mr. B., who chain-smokes a pipe, played basketball and was on the track team at Hamilton College, his Alma Mater (also Alex Woolcott's), which was a good thing. He serves on so many committees he can use that hardy physique. But as an antidote to the athletics he served on the Hamilton debating team, which, he allows, is why he's able to get his voice above the madd'ing crowd. From 1919-26 he was first advertising salesman then advertising manager of *Scribner's*. During the next four years he held the same post on *American Mercury*. In '30 he went to Y & R as an account executive, 14 years later came up with his present job—executive vice-president. He's a mean bowler, quietly, tenaciously holds to his belief that horses will never be replaced by horsepower.



Who'll Watch Daytime TV?

BY JULES NATHAN

Franklin Bruck Advertising Corp.

Television's nighttime future is assured solid success. But how can busy Americans fit daytime TV into their scheme of work? Mr. Nathan star gazes on your audiences among the retired, the kids, the homemakers and the breadwinners.

In all of the current agitation about the future of television, little has been said about certain major aspects of the entire problem—for instance, will television play to a large daytime audience? Modern man's environment is conveniently bisected into daytime and evening stanzas by the radio time salesmen, and it is from this point of view that we propose to examine the question. We have heard that television will supplant radio, movies, newspapers and novels, to mention a few of the more prominent features of the pre-video era. This may come to pass. About television's flamboyant future in the nighttime hours, we have not a tremor of doubt. But even the sketchiest kind of speculation about the daytime possibilities of TV is full of dark uncertainties.

Our undemonstrative attitude toward daytime television is not based upon private surveys, Hoopers or Neilsens. We have not talked to large, or even small numbers of television experts. In fact, the only activity upon which this article rests is crystal-ball gazing, with an especially murky specimen of this ancient stage prop.

Getting down to cases, we find that the U. S. population may be classified as follows, at least for our purpose:

- 60 million in the country's labor force
 - (50 million employed men and women in cities and towns
 - (10 million employed in agriculture
 - 30 million housewives
 - 30 million youngsters in school and college
 - 15 million retired, old people, shut-ins, and institutionalized persons
-
- 135 million in all (five years of age and older)

First, let's take a bead on that group of 50 million employed in cities and towns. Television's daytime appeal for these people is not promising, but then neither is radio, movies or other assorted fields of communication. Still, radio to take TV's arch competitor alone, does manage to get to many employed people sometime during the day. There is a great bulge of radio listening in the early morning hours, presumably while people are shaving, at breakfast or similarly employed. Many people listen to daytime radio in automobiles enroute; this is purely guesswork as I have never seen any figures on this, but I have seen quite a few auto radios. I tremble to think of the consequences, if people should decide to view television, rather than listen to the radio, during any of the pursuits just mentioned. As matters stand at the moment, people *either* have to be employed *or* looking at television but the opportunity for doing both is exceedingly limited. Consequently, I wouldn't trade you last year's cancelled bank checks for daytime TV's future among our 50 million breadwinners.

The 10 million agricultural workers are no different from their city cousins in any way that occurs to me at this time. I am going to casually write them off as daytime video fans.

A Natural for Television

We come now to 30 million housewives, the heart and backbone of America's vast daytime radio audience. Here is a natural for television. Surely these women will prefer their television sets to radio. They are at home, the remainder of the breakfast coffee is bubbling merrily on the stove, and the homemakers are doing . . . er . . . nothing. 30 million housewives would be quick to put us right on this point; not only are they doing *something*, but they are doing it re-

lentlessly and unceasingly. In spite of any talk to the contrary, such geniuses as Edison, Howe, General Electric and others have by their combined efforts put quite a dent in the old saw about woman's work never being done. It may be, therefore, that women will scurry for their TV sets as soon as there is a lull in the housework, as soon as some laborsaving device takes over a nasty household chore. To the extent that women have leisure time in their homes, there will be room for daytime television and this may be a considerable amount.

Among America's housewives, television may yet be a shining knight in the daytime. Nevertheless, radio is an unqualified success during the daytime hours. To a large extent its popularity rests squarely on those factors which may be an insuperable obstacle to video. Women can clean, cook, bake and engage in all the varied mystic rites of the homemaker while keeping a sharp ear out for the latest agonies of the radio dramas. Television, alas for the business side of the enterprise, will share the spotlight with no other activities.

Adding up the pros and cons, we're inclined to have a rather hopeful attitude as far as Mrs. America is concerned, but radio looks less and less like the horse and buggy one might have taken it for.

It is not easy to make sweeping generalizations about our 30 million youngsters, in grade and high schools and in colleges. Their ages, school hours, and interests are far too diverse to permit a one track approach. From a certain point of view, television has its *greatest opportunity* for our school population. As an educational medium, it would be difficult, if not impossible, to dream up something superior to video. However, this is another subject entirely, involving the vulgar question of who is going to pay for this education.

Until about 3 P.M., the vast majority of the school population is shackled to its main concern, acquiring an education. Such citizens also require a minimum of one hour in the outdoors to release the fiendish pressures of school hours. So, time is an important element. Television will provide enormous entertainment, and perhaps even some education, for the

DAYTIME TELEVISION'S FUTURE AT A GLANCE



FOR THESE ELEMENTS OF U. S. POPULATION	THE CRYSTAL BALL SAYS	REASON
 60 Million Workers	 THUMBS DOWN	<p>"You can work or look at T. V. <i>but hardly both</i>"</p>
 30 Million Housewives	<p>A BIG QUESTION MARK - BUT HOPEFUL-VERY!</p>	<p>"Labor Saving devices will give housewives leisure to watch <i>Daytime TV</i>"</p>
 30 Million School and College Students	 CHEERS	<p>ENORMOUS ENTERTAINMENT between the hours of 5 and 7 P.M.</p>
 15 Million Retired Older People, Shut-ins	<p>★★★★ HIGHEST RATING</p>	<p>'A TRIUMPH' OF STAGGERING DIMENSIONS"</p>

young. Most probable guess is that this will take place largely during the hours between five and seven.

Among our final group, America's "oldies," television will be a triumph of staggering dimensions; it will be meat and drink, entertainment and education. It will be life itself. Here, there is no question of daytime or nighttime. TV will be a 24 hour success with this group.

You can rely upon it, that the sharp-eyed gentlemen who manage TV's finances are going to make the most of this older and retired audience of some 15 million Americans, and with considerable justification, too. Our population grows older all the time and the census experts have predicted that towards the close of this century the U. S. is going to be

a St. Petersburg on a national scale. Furthermore, social security and other to-be-expected social legislation will give this group a vast purchasing power which they never before enjoyed. Many an advertiser can afford to spend huge sums on such a potential market, daytime or otherwise.

Now for a quick review of our facts, or at any rate our opinions. For nearly 60 million Americans who are employed in city, town or on the farm, daytime video will be just a list of programs on the last page of the morning gazette. These are the outcasts of the morning and afternoon TV programs. Daytime TV and these toilers will meet face to face only for such special occasions as a World Series, or a speech by the President.

For 75 million Americans, students, housewives and oldsters, daytime television is going to be busier than a barrel of simians. Some of these 75 millions will have relatively little time to spend on "daytime," others will have little time to spend on anything else. No, the crystal ball says that daytime will not be a flop—it is going to be one hell of a howling success. The important thing for the advertiser is to understand just how daytime television audiences react. For this, he will need the guidance of expert advertising agencies, research services, programming specialists. All of the vast and complex organization of "radio"—only 10 times more efficient and knowledgeable. The selling impact of TV for the advertiser depends on it.



How to Be a Good Neighbor, Steel Tackles its No. 1 Problem

The steel industry has had more than its share of brickbats. Now the industry through the American Iron & Steel Institute is telling its story at the plant level through a variety of ways from an open house to "Young Industrialist Day."

In recent years, business and industry have often been adversely criticized, with brickbats aimed hardest and oftenest at the steel industry. Surveys have shown that misconceptions about the industry are widespread. Resolving no longer to suffer in silence, the American Iron and Steel Institute, representing about 100 companies, embarked upon an industry-wide community relations program which, in the relatively short period of two years, has many achievements to its credit.

The group uses the term *community* relations in its broadest sense, to describe the companies' individual contact with employees, stockholders, suppliers, customers, and neighbors.

A packaged plan, from which companies may select components adapted to their needs and wishes, is furnished

by the Institute. The program covers these nine elements: Employee Communication, Booklet Distribution, Civic Activity, Community Publicity (and Program Planning), Open House Programs, Radio-Films-Television, Annual Reports, School Programs, and Institutional Advertising. For each of these, the Institute supplies a handbook with detailed instructions and recommendations. Member companies are also entitled to use the Institute's Public Relations Consultants' Service, from headquarters in New York City, or regional offices in Chicago, Cleveland, and Pittsburgh.

Surveys had shown that the public and employees of steel companies believed profits to be three to four times greater than they are, that steel had more labor trouble than any other

industry, and that working in the steel industry was the most hazardous industrial job—all erroneous impressions, in the opinion of management. In preparation for inaugurating the new plan, the Institute studied public relations already in effect among member companies and in other fields.

The new program was presented to executives of member companies at a series of meetings held in the spring of 1948. Stated in simplest terms, the philosophy underlying the plan is: *Live right* (Be fair to all concerned—employees, customers, neighbors, etc. . . . Assume civic responsibilities, etc.) *Tell people why and how you are living right.*

The participation of the members of the Institute has varied widely.

OPEN HOUSE: Visitors at the Steel Company of Canada open house (above) were just as curious to see the "porcupine" rack as workers were to show it.



THE FUTURE HOLDS GREAT PROMISE

Neither chance nor mere good fortune has brought this nation the finest telephone service in the world. The service Americans enjoy in such abundance is directly the product of their own imagination, enterprise and common sense.

THE PEOPLE of America have put billions of dollars of their savings into building their telephone system. They have learned more and more ways to use the telephone to advantage, and have continuously encouraged invention and initiative to find new paths toward new horizons.

They have made the rendering of telephone service a public trust; at the same time, they have given the telephone companies, under regulation, the freedom and resources they must have to do their job as well as possible.

In this climate of freedom and responsibility, the Bell System has provided service of steadily increasing value to more and more people. Our policy, often stated, is to give the best possible service at the lowest cost consistent with financial safety and fair treatment of

employees. We are organized as we are in order to carry that policy out.

BELL Telephone Laboratories lead the world in improving communication devices and techniques. Western Electric Company provides the Bell operating companies with telephone equipment of the highest quality at reasonable prices, and can always be counted on in emergencies to deliver the goods whenever and wherever needed.

The operating telephone companies and the parent company work together so that improvements in one place may spread quickly to others. Because all units of the System have the same service goals, great benefits flow to the public.

Similarly, the financial good health of the Bell System over a period of many years has been to the advantage of the public no less than the stockholders and employees.

It is equally essential and in the public interest that telephone rates and earnings now and in the future be adequate to continue to pay good wages, protect the billions of dollars of savings invested in the System, and attract the

new capital needed to meet the service opportunities and responsibilities ahead.

There is a tremendous amount of work to be done in the near future and the System's technical and human resources to do it have never been better. Our physical equipment is the best in history, though still heavily loaded, and we have many new and improved facilities to incorporate in the plant. Employees are competent and courteous. The long-standing Bell System policy of making promotions from the ranks assures the continuing vigor of the organization.

WITH these assets, with the traditional spirit of service to get the message through, and with confidence that the American people understand the need for maintaining on a sound financial basis the essential public services performed by the Bell System, we look forward to providing a service better and more valuable in the future than at any time in the past. We pledge our utmost efforts to that end.

Leroy A. Wilson
President

AMERICAN TELEPHONE AND TELEGRAPH COMPANY

From the 1948 Annual Report of the American Telephone and Telegraph Company



SCOPE OF THE STEEL INDUSTRY'S PUBLIC RELATIONS PROGRAM



EIGHT APPROACHES: There's no single way to make a sale nor to influence the opinion of the public. Member companies of the American Iron

and Steel Institute follow sound sales-advertising techniques in carrying out "grass roots" public relations.* A big job demands many approaches.

More than 455 personal calls were made by Regional Community Relations representatives upon individual companies from April through December, 1948. Analysis of progress in the nine months reveals that 74 of the 89 companies visited by field representatives during that period availed themselves of services or followed suggestions in the Institute's Nine-Point Program. One company acted upon seven of the nine. At the other end of the scale, 36 acted upon one of the nine during that period. The greatest number of demands for assistance was in connection with preparation and distribution of booklets, 148 in all. Next came requests—76—for services in connection with Employee Communication.

Editors' Clinics held recently in Chicago, Cleveland, and Pittsburgh were attended by representatives of 28 companies already issuing or planning to issue employee and external magazines. In addition, 46 companies increased their local distribution of the Institute's magazine, *Steelways*. This magazine compares favorably with many high-quality newsstand publications. Printed in color on smooth paper, it is attractive in appearance. Its articles are written in popular style and are of wide interest. Its present circulation is 75,000.

Some of the companies represented at the Editors' Clinics were already issuing magazines, but were inter-

ested in revising and improving them. By the same token, member companies were, in many instances, following other practices recommended under the nine-point program, but not in an integrated fashion.

Plan for Charities

Take, for instance, the matter of charitable contributions, which comes under the Civic Activity heading. Without a plan, requests for contributions might be handled by several different executives or departments, with the result that some causes might receive more than their share while others might be neglected. Planning a schedule of donations each year and having allocations made before the fund-raising drives begin is not only good management in itself, but it also enables a company to earn additional good-will by making its donations early. Another recommendation is that branches contribute their shares directly, instead of through the home office. Still another is that company personnel participate actively in fund drives, as, for example, by lending a stenographer, bookkeeper or typist to aid in the physical details.

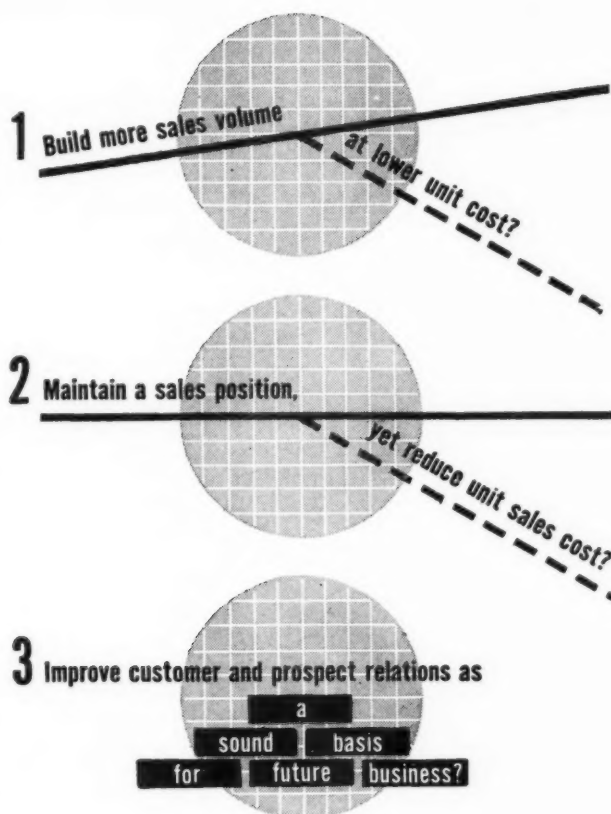
Then there's the subject of complimentary advertising. Steel companies, like many other business and industrial organizations, have often taken space in school and religious publications, playbills, printed pro-

grams of benefit affairs, with meaningless copy filling the space paid for. The Institute has issued an outline containing suggestions for copy treatment adapted to the various forms which complimentary advertising takes, copy which says something and makes friends for the advertiser. Sample headlines suggested for advertisements in school publications are: "Steel Goes to School, Too" (followed by the explanation that steel makers are students, learning new ways to make steel more useful, etc.) and "We NEVER Graduate" (Research in steel goes forward constantly, etc.).

There have been heartening examples of whole-hearted support of company activity on the part of union officials and members. At a plant city community meeting conducted by one company recently, the first to respond when comments and questions were invited was the local union president, who, to the surprise of officials present, unrolled a giant scroll with signatures of all men and women on the plant payroll, expressing their loyalty to the company. In another plant, CIO union officials staged a banquet for members of the firm's management. It goes without saying that these reactions were not accidental, but the result of the policy of taking

* See "How Do You Measure Up?" on page 112 of this issue.

Which of these 3 things do you want advertising to help you do today?



Whether it carries information that "sells by helping people buy"...

or information that helps folks get the most out of your product...

or information that keeps their tongues hanging out for your product or service while it explains why you can't sell 'em now...

your advertising can help you do the job that needs doing today by multiplying the right information to the right people speedily and economically...

provided your advertising people know *what to say, to whom, how, and how often.*

Oh, so there's a catch to it?

Yes, there's a catch to it!

You shouldn't expect your advertising people to fit their use of the printed word to your current sales ob-

jectives just because they're skilled *creative* men.

You don't "create" the sound foundation for a working tool like advertising. You *build* it by applying the same sort of sales analysis that governs your whole customer relations policy.

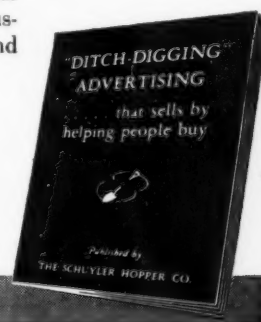
So, to do the kind of advertising that will help reduce the cost of doing business, your advertising people need your help and encouragement to guide them in four important steps:

1. Review and define *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)
2. Find out the viewpoints, prejudices, and confusions that color your product (or your policies) in the minds of your customers and prospects. (Do you know—for sure—what *they* think and *why* they think it?)
3. Then, and only then, determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct the low-cost achievement of your current aims.
4. Select the best *tools* to use (booklets, magazines, direct mail, radio, or any other mechanical means of transmitting ideas or information) for saying each part of what needs to be said.

Sound like work?

Sure. So's running a sales department! But if you have a "Ditch Diggin'" advertising crew on your team and you'll give them a reasonable amount of help on customer and prospect analysis, they can greatly multiply the effectiveness of your advertising as an aid to your sales situation *right now*.

We'll be glad to send a copy of this 20-page booklet, "Ditch-Digging' Advertising That Sells by Helping People Buy," (Reg. U. S. Pat. Off.) to any sales executive interested in using advertising (1) to help build more sales volume at lower unit sales cost, or (2) to maintain a sales position at lower unit sales cost, or (3) to improve customer and prospect relations as a sound basis for future business.



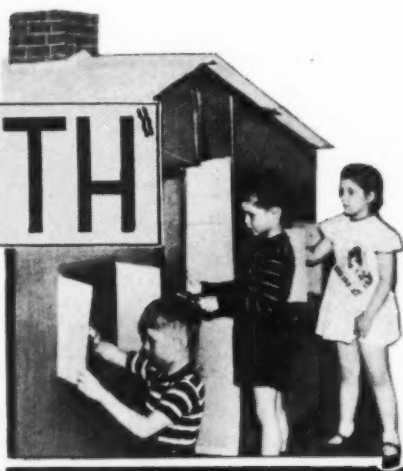
THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LEXington 2-1790

"DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

The MARKET that PUTS "Accent on" YOUTH

From its unique "School Journal" pages every Saturday, and, daily all through the paper, the Journal plays up young people and their newsy activities.



Elizabeth's young people grow up with the Journal . . . your next generation of buyers. They determine what they will wear, eat and play with. They are influenced by what they read in the Journal.

Build BRAND consciousness and loyalty
NOW, advertise in a youthful newspaper



Elizabeth Daily Journal.

Special Representatives,
WARD-GRIFFITH CO., Inc.

Which one
meets your
screening test?



If you're interested in influencing an audience, it's the one at the right. She's the Better Homes & Gardens reader, and with her husband she spends one of the highest incomes among all big magazines for everything that goes into better homes. Is your story there when she pores over BH&G for its 100% service to better living?

America's First Service Magazine

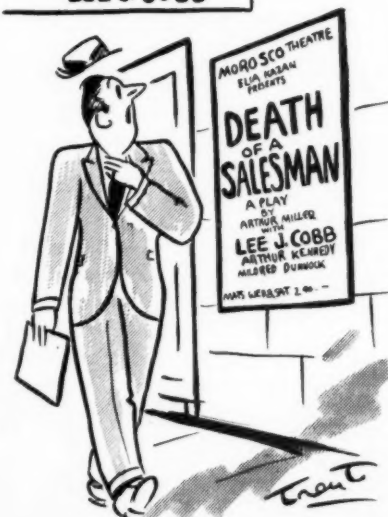
Better Homes and Gardens
CIRCULATION OVER 3,000,000

labor into management's confidence, of asking for labor's support when the industry-wide program was initiated.

The plant tour and the "Open-House" have proved to be effective in winning the friendship of members of the local community. In 1948, some 50 companies followed the Institute's recommendations in holding Open House affairs. The procedure included careful advance planning in many details. Guides are selected and trained in advance, and coached even on such points as: "You break the ice by smiling first. . . . Answer questions in non-technical language. . . ." News of the event is spread through local newspaper and radio advertising. Printed invitations are mailed to the homes of local people. Souvenir booklets (sometimes including one designed especially for children) are given away. There is often a product exhibit. Top management participation is a "must." Entertainment and refreshments are provided. With such attractions, it is not surprising that attendance at some of these affairs has been remarkably good, in proportion to population. There were 25,614 visitors last October at the Steel Company of Canada plant at Hamilton, Ontario; they consumed 48,000 bottles of pop and 55,000 ice cream bars (wrapped in Stelco steel foil wrappers). Another company gave away the equivalent of a "swimming pool" of soft drinks; 5½ "miles" of hot dogs and buns, and 1,200 gallons of ice cream.

Of particular interest is the Institute's suggested "School Programs"

LEE J. COBB

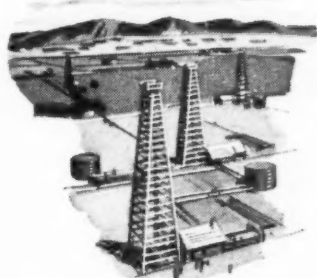




This fleet of Bonanzas makes a business go ...and grow!



Key men of Weatherford Oil Tool Company, Texas, really get around with their *seven-plane* fleet of 4-place Bonanzas. Weatherford makes oil well tools and equipment, has 38 distribution centers in ten states. The sales situation, as in many another business, calls for fast action. They get it—by Bonanza!



"Now we can increase our sales calls by 40% over those we could make by fastest public transportation," says President J. E. Hall, Jr. "If we hear of a potential sale in another state, we have a man there in hours. And customers like fast action when waiting for equipment. Oil rig time is expensive. Now our men, with equipment, get there pronto by Bonanza."



Sales Manager John Hall even uses his Bonanza as "reconnaissance"; spots well locations from the air, follows up with sales calls. Because Bonanzas are *quiet* and comfortable, they're ideal as customer transports. Cost of operation? About the same gas and oil consumption per mile as an auto! This Bonanza fleet is a profitable, paying proposition.

Travel on business? Investigate Bonanza Travel

Apply this revolutionary business "machine" to *your* business. It means you slice travel-time by two-thirds . . . a saving you put to *profitable* use. Investigate. A note on your company letterhead brings an informative 60-page brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

Top speed 184 mph
Cruising speed, 170 mph
Range 750 miles

BEECHCRAFT
BONANZA
MODEL **A35**

The GOLDEN ZONE

Fort Wayne leads the state in buying power per family. Here is The Golden Zone of Buying Power in Indiana. Daily coverage by The News-Sentinel: 99% in the city plus 43% in the trading area.

THE NEWS-SENTINEL

FORT WAYNE, INDIANA

Allen-Klapp Co. New York—Chicago—Detroit

BAYONNE CANNOT BE SOLD FROM THE OUTSIDE



JUST OFF THE PRESS

The new 1949 issue of
STANDARD MARKET AND MEDIA DATA
for BAYONNE, NEW JERSEY

Prepared in conformity with Standard Market and Newspaper Data Forms of the

BUREAU of ADVERTISING, A.N.P.A.
AMERICAN ASSOCIATION of ADVERTISING
AGENCIES

— SEND FOR YOUR COPY —

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., New York, 228 N. LaSalle St., Chicago

Comfort
convenience
courtesy
HOTEL
Mayfair
in ST. LOUIS
8th & ST. CHARLES

Write for
handy
rate folder AF

for member companies. "When a boy comes up for his first job in a steel mill in his home town, it should not be as a stranger," explains the handbook on this subject. "He should already have learned a good deal about the plant, what it makes and sells, what it means to the community and what it offers him as a career. This information, on the surface, might be imparted to him in five minutes. But to give him a real understanding of the steel industry as it affects his life, a day-to-day acquaintanceship, over a period of years, would be much better. The responsibility for equipping this future steelman with advance knowledge about his lifework is shared by the local school system and the local industry."

It is further explained that steel must compete with other local industries for the talents of young people; that it is desirable to have the goodwill and understanding of those who enter other lines of work in the community. Patterns of thought are usually established during the formative years, while attending school.

What To Do

Activities suggested as part of an industry-school program include: Take an active interest in school board, P.T.A. and local schools. . . . Consider a school library improvement program. . . . Offer the services of company experts as guest teachers. . . . Provide films, booklets and texts to supplement school courses. . . . Provide scholarships and fellowships. . . . Sponsor school athletic programs.

Also recommended is the holding of a "Young Industrialist Day," when a representative group of students is selected to serve as steel company "officials," taking over the offices of executives for the day, making plant tours, holding "Board Meetings," and so on. At this writing, five or six companies are developing plans for staging affairs of this nature.

Four-Point Theme

This four-point theme was the basis of the community relations program one member of the Institute, Allegheny Ludlum, started on an intensive scale two years ago:

1. We try to meet our responsibilities to our employees and to the communities in which they live.
2. We pay good wages.
3. We make fair profits.
4. We want to prevent "Boom and Bust."

As soon as the program had been

decided upon, the plant managers called their supervisory employees, including foremen, together, and gave them all the details. The next step was to bring the program to the people of the plant communities, through meetings, publicity, advertising, booklets, and posters. Since it was impossible to talk personally to everyone, efforts were directed specifically toward opinion-creating individuals, such as business and professional leaders, local union officials, officers of civic and social clubs, churchmen, and educators. Company meetings were held, with the president giving a personal report on progress, and vice-presidents reporting on their departments. At these, open discussion from the floor was encouraged. Written reports were handed out and mailed to employees' homes. A series of five full-page advertisements was published in local papers.

Other Features

Other features of the program included: News releases dealing with financial reports or technical information. . . . Spot news given directly by telephone to the press. . . . Frequent advertisements in plant-town newspapers. . . . Employee annual reports. . . . Open House ceremonies.

What did Allegheny Ludlum have to say in the various advertisements, reports, booklets, etc., which made up its two-year program? It presented facts and figures to prove that it met its responsibilities to employees and community neighbors. It told of the coverage offered by its free insurance and hospitalization program. It gave employment records of workers at each plant (57% with the company more than 10 years). It showed company donations to the Red Cross, Community Chest, and Salvation Army. It told what it spent locally for materials, services and supplies, and showed that its tax payments amounted to 35% of all paid locally. It gave figures on salaries and wages paid, and on profits.

Accomplishments

Anyone who becomes depressed at all-too-frequent newspaper stories of business unrest should welcome the recital of the accomplishments of the steel industry during the last two years. There is still much to be done before the picture becomes universally rosy, but a convincing start has been made in one industry where ill-will existed in large measure. The steel world's policy—Live right and tell people about it—is certainly applicable to the whole field of business and industry.

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

194—Direct vs. Jobber Distribution: An Appraisal of the Pros and Cons, by W. C. Dorr. (Price 35c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 25c)

191—Why Nine Out of Ten New Products Fail, by Peter Hilton. (Price 10c)

190—Your Biggest Sale: Management's "O. K." on the Sales Budget, by L. T. White. (Price 10c)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 20c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

MANPOWER PROBLEMS

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 20c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhart. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

126—What Makes a Star Salesman Tick? By Jack Lacy. (Price 5c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

MARKETS

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)



Write your own ticket

WE SUPPLY THE BUDGET TO FIT YOUR FIGURES

REACH the M. D. (more dollars) Market with the Doctors' own STATE MEDICAL JOURNALS*—whether you sell home appliances or x-ray equipment.

29 balanced Space Budgets to choose from, including one tailored to your advertising appreciation. Designed and functioning to save time, conserve costs, spare tempers and starve ulcers.

To see the 29 space plans, just say "Budgets," and address—

STATE JOURNAL GROUP COOPERATIVE MEDICAL ADVERTISING BUREAU

of the

AMERICAN MEDICAL ASSOCIATION
535 N. Dearborn St., Chicago 10, Ill.

34 JOURNALS COVERING 42 STATES

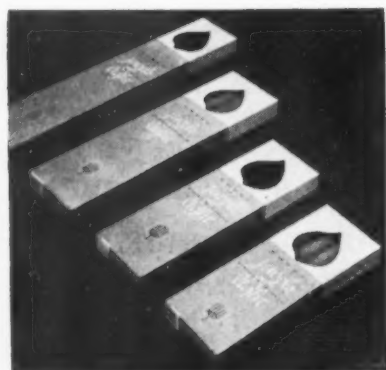
ALABAMA, Journal of Med.	NEW ENGLAND, Journal of Med. (Mass., New Hamp.)
ARIZONA, Medicine	NEW JERSEY, Journal of Med. Soc.
ARKANSAS, Med. Society	NEW ORLEANS, Med. and Surg. Journal
CONNECTICUT, State Med. Journal	NORTH CAROLINA, Med. Journal
DELAWARE, Med. Journal	NORTHWEST MEDICINE (Oregon, Washington, Idaho & Alaska)
DISTRICT OF COLUMBIA, Med. Annals of	OHIO, State Med. Journal
FLORIDA, Med. Assn.	OKLAHOMA, State Med. Assn. Journal
GEORGIA, Journal of Med. Assn.	PENNSYLVANIA, Med. Journal
HAWAII, Med. Journal	ROCKY MOUNTAIN, Med. Journal (Colo., Utah, Wyo., New Mex., Mont.)
INDIANA, State Med. Assn. Journal	SOUTH CAROLINA, Med. Journal
IOWA, State Med. Soc. Journal	SOUTH DAKOTA, Journal of Med.
KANSAS, Med. Soc. Journal	TENNESSEE, State Med. Assn. Journal
KENTUCKY, Med. Journal	TEXAS, State Journal of Med.
MAINE, Med. Assn. Journal	VIRGINIA, Med. Monthly
MICHIGAN, State Med. Soc. Journal	WEST VIRGINIA, Med. Journal
MINNESOTA, Medicine	WISCONSIN, Med. Journal
MISSOURI, State Med. Assn. Journal	
NEBRASKA, State Med. Journal	

*STATE MEDICAL JOURNALS—the books that get a respectful hearing for your sales story with the lucrative medical market in one state or 42—and all with one contract! one monthly statement! one piece of copy! one original plate per insertion!



A. FOOD GROUP: First honors to The Kroger Co. for its family of macaroni and spaghetti cartons. All window boxes. Illustrated recipes are featured on the back panels. By Southerland Paper Co.

A.



B.

Box Group Cites Year's Package Prize Winners

Pictured here are some of the prize winners selected by The Folding Paper Box Association of America in its annual competition among member-companies for meritorious packages produced within the last year. Entries were judged on the basis of merchandising value, design, and technical excellence. Judges for the Association were A. R. Hahn, managing editor, Sales Management; Harlow Roberts, vice-president and general manager, Goodkind, Joice and Morgan; Walter Stern, director of packaging, Barnes & Reinecke, Inc.; and Edward F. Dival, director of packaging, Corn Products Refining Co.



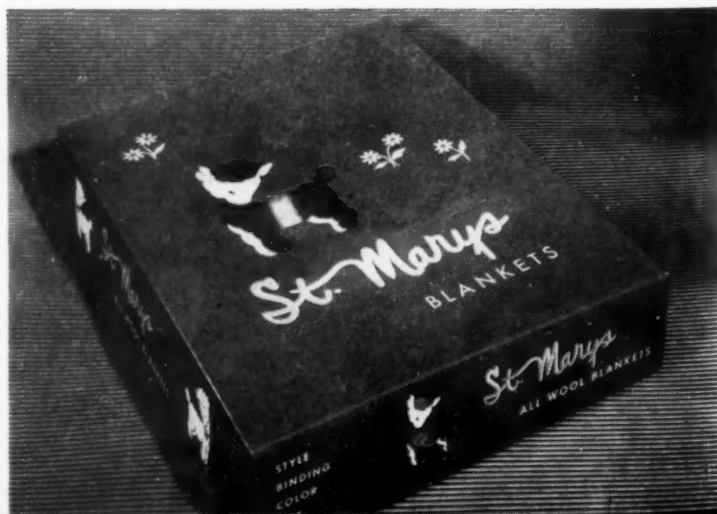
C.

B. MISCELLANEOUS GROUP: First honors to Emery Industries, Inc. for a family of candle boxes. Flame-shaped window reveals color of contents. By Southerland Paper Co.

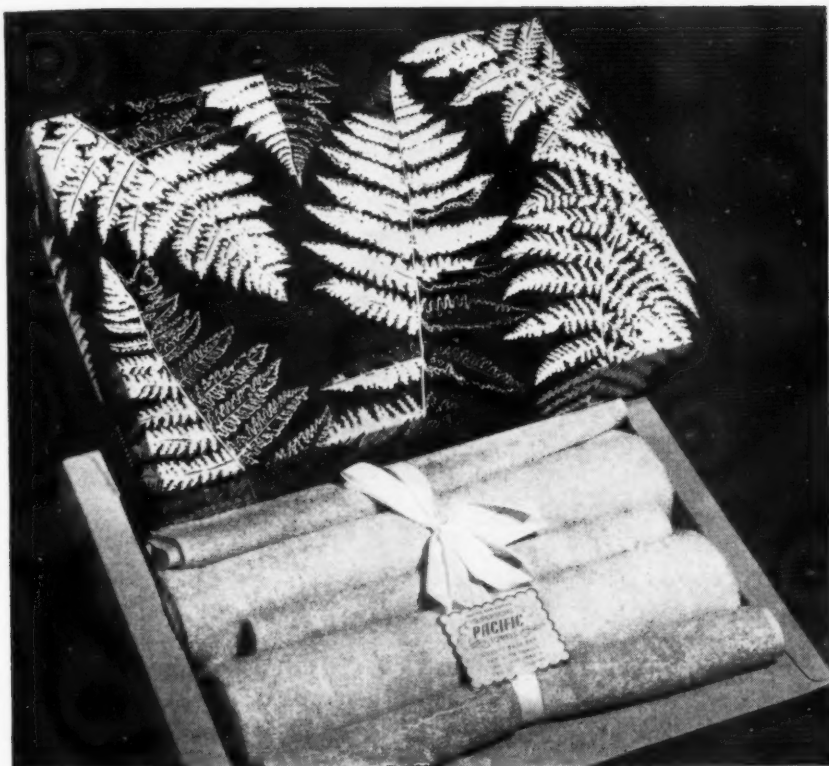
C. COSMETICS GROUP: First honors to Pepsodent Div., Lever Bros. Co., for its family of boxes for Rayve products. By American Coating Mills Div., Owens-Illinois Glass Co.

D. TEXTILE GROUP: First honors to St. Mary's Woolen Mfg. Co. for its blanket box. Cut-out of lamb figure gives visibility to color, texture of contents. By Paper Package Co.

D.



oger
car-
are
land



F.

E. SPECIAL AWARD: A Special honorable mention was given to Pacific Mills for its imaginative and attractive gift box for a prosaic product—towels. By Container Corp. of America.

E.



F. MEDICAL-SANITARY GROUP: First honors to Modess counter ensemble, Personal Products Corp. Produced by the Lord Baltimore Press.

G. HARDWARE GROUP: First honors to Ekco Products Co., for a stylish pair of boxes for a group of kitchen tools, and an egg beater. Produced by Container Corp. of America.

G.



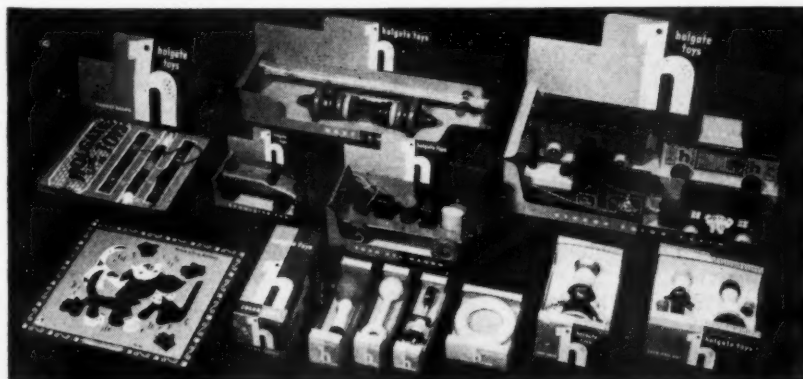
H. BEVERAGE GROUP: First honors to a colorful Christmas package for Coronet Brandy, product of Schenley Distillers. By Ace Carton Corp.

H.



I. TOY GROUP: First honors to Holgate Brothers Co. for a family of packages for toys. Produced by Robertson Paper Co.

I.



How Magazines Organize Promotional Kits for Dealers

BY JAMES C. CUMMING

Vice President, John A. Cairns & Co., Inc.



SOMETHING FOR EVERYBODY: The *Good Housekeeping* promotional kit provided a soup-to-nuts plan for moving merchandise from the manufacturer to the user. Great detail made it invaluable for the smaller store but proof of its usefulness was the way big stores followed the pattern, too.

YEAR-ROUND IDEAS: The *Esquire* promotional kit supplies dealers with suggestions for tying in with advertising in each issue. The kit cues dealers on building their own promotions.



Editorial material lends itself well to promotion of products and services at the point-of-sale. Mr. Cumming cites a few of many examples of how publications give dealers ideas.

Both magazines and manufacturers have found the promotional kit* to be an excellent device for getting their major promotional ideas into the hands of retailers in easily assimilated form. Both have had good or indifferent success with it, depending on the

vitality of the basic idea behind the promotion, on how well the material in the kit is prepared, and on how thoroughly it covers the various retail departments that will be involved.

To see what made them tick, let's examine in detail a few specific kits prepared by magazines to provide details for promotions that were particularly successful at the retail level.

Good Housekeeping, in its March issue, carried as a 32-page editorial feature a "14-Day Miracle Beauty Plan." This section provided exactly the kind of basic idea that's always needed for a good retail promotion, and as soon as the editorial plans were complete the promotion department at *Good Housekeeping* went to work on the organization of promotional tie-ups with drug stores and department stores.

The magazine decided to list, with the editorial feature, as many as possible of the department stores that would agree in advance to participate in the promotion. Publication schedules being what they are, there was very little time for getting a repre-

*See "The Promotional Sales Kit: What It Is, How to Use It," SM, March 15, 1949, page 44.

1st **FIRST AMONG FARM EQUIPMENT DEALERS**

in MISSOURI and KANSAS

**FIRST
PLACE**

**IMPLEMENT & TRACTOR
SURVEY REVEALS** that The
Weekly Star is **FIRST CHOICE** of
30% more Kansas and Missouri farm
equipment dealers.

*2,000 Missouri and Kansas farm equipment
dealers were asked this question:*

"To be most helpful to you, in which
one of the following farm papers
would you prefer to see the factory
advertising of the lines you sell?"

RESULTS:

WEEKLY STAR	407
2nd Kansas Farm Paper	198
2nd Missouri Farm Paper	114

WRITE TODAY
for our **VISUAL** coverage map!

The Weekly Kansas City Star.

OVER 440,000 paid-in-advance circulation

The Largest Farm Weekly in America

sentative list of stores lined up before the deadline. By working with The Merchandising Group, an organization with representatives throughout the United States, the magazine was successful in getting firm agreements from stores in 21 cities within 10 days. During the two months between the editorial deadline and the publication of the issue carrying the feature, a number of additional stores decided to join the promotion.

To show each of these stores exactly what to do, a kit was prepared. Its cover said, "Cosmetics Buyer!

Here is your complete promotion kit tying up with *Good Housekeeping's* 14-Day Miracle Beauty Plan, as presented in a 32-page feature in March *Good Housekeeping*."

Inside the cover was this additional information:

"A Dramatic Event for Your Department

"Good Housekeeping's 14-Day Miracle Beauty Plan offers an outstanding theme for cosmetics promotion. It has showmanship!—A step-by-step Beauty Clinic, plus a 10-minute

"How to Do" film available in full color. And it has dependability, a very important factor in selling cosmetic products.

"You'll want to get all your demonstrators on Guaranty Seal products behind this promotion. They have, no doubt, already received instructions from their companies on ways to tie up with their own brand advertising in *Good Housekeeping*, as well as with the theme of the editorial section.

"If you sell magazines in your store, feature *Good Housekeeping* this month. Sell and display it on your cosmetics counter. It shows how to use your beauty aids."

Something for Everyone

The sections of the kit included something for everybody in the store who could contribute to the success of the promotion:

1. There was a one-page summary of the 14-Day Miracle Beauty Plan. This emphasized, "Observing the tremendous success enjoyed by the various 'Success Schools,' 'Charm Clinics' and other courses being conducted throughout the country, it seems obvious that this idea provides a wonderful means by which you can focus attention upon your cosmetics department."

2. There was an outline for conducting a Beauty Clinic in the store. This was an eight-page bulletin in itself, and described in full detail how to organize the clinic, from the selection of the commentator to the day-to-day programming.

3. There was a one-page description of the motion picture film, with suggestions for its use as a sales training device, for continuous showing on the selling floor during the promotion, and for a television show.

4. There was a bulletin for the sales personnel, which described the promotion in quick detail and then provided "Quotable Quotes" from the editorial section itself, which the salespeople could use in their selling. In connection with nail polish, for example, "Use lacquer to accent your color scheme as well as to make your nails more beautiful."

5. There was an offset reproduction of a display unit for windows and counters.

6. There was a four-page bulletin showing sketches of complete window display ideas.

7. There was a three-page bulletin to the display department that began, "Counter displays are of great importance to this promotion because right here is where the sales and profits are made. We suggest that

Shockproof!

Smart advertisers
are looking over the
figures on this

**UNBEATABLE
COMBINATION**



Patricia Knight
appearing in
"SHOCKPROOF"
A Columbia
Picture

New Orleans Homes..... 181,100
Combined City Daily..... 181,282
Sunday City 152,330

TOTAL CIRCULATION

M. & E. 260,743
Sunday 272,693

6 Months Ending Sept. 30, 1948
Milline Rates as Low as
1.83 M. & E.—1.82 Sun.



New Orleans TIMES-PICAYUNE and STATES
★ MORNING ★ SUNDAY ★ EVENING

OWNING AND OPERATING RADIO STATIONS WTPS AND WTFS FM — REPRESENTATIVES: JANN & KELLEY, INC.

SALES MANAGEMENT

you check the department and find out how many of the following they want you to make up for them." The remainder of the bulletin consisted of 26 suggestions for display card copy.

8. There was a one-page bulletin of the display materials that were available for the display man to order. These included such items as window display cards, counter display cards, reprints of the editorial section, and glossy photographs of the magazine cover.

9. There was a reprint, in full color, of the cover of the March issue of *Good Housekeeping*.

10. There was the layout and copy for a full-page newspaper advertisement, ready for the store to merchandise and insert.

11. There was a reproduction of the theme artwork used in the editorial section, so the store could reproduce it in its own advertising.

12. There was a mat of the theme artwork for the same purpose.

13. There were mats of the *Good Housekeeping* Guaranty Seal.

14. There was a list of cosmetics products covered by the *Good Housekeeping* Guaranty Seal and therefore eligible to be included.

15. There was a postcard order form to make it easy for the store to

order displays and similar material.

What kind of stores use kits that are as detailed as this one? The smaller stores, obviously, because they welcome the big-time professional assistance that the kit gives them. And to prove that big stores like kits too, here's a partial list of the stores that signed up for the Beauty Plan promotion. They used the kit!

W. M. Whitney & Co. Albany
Hochschild, Kohn & Co. Baltimore

Pizitz Birmingham
J. N. Adam & Co. Buffalo

Halle Bros. Cleveland
Sanger Bros. Dallas

The Denver Dry Goods Co. Denver
Younker's Des Moines

Monnig's Fort Worth
Goldsmith's Memphis

Schuster's Milwaukee
D. H. Holmes Co., Ltd. New Orleans

Meier & Frank Co. Portland
Sibley, Lindsay & Curr Co. Rochester

Z C M I Sale Lake City
Famous-Barr Co. St. Louis

The Bon Marche Seattle
Maas Brothers, Inc. Tampa

Brown Dunkin Co. Tulsa

Does a magazine kit have to be as ambitious as this one? Decidedly not! *House Beautiful*, for example, did a very simple kit last spring to show stores how to capitalize on an article, "Maybe You *Can* Afford a Summertime Change," which appeared in the June 1948 issue. This kit, in a cover captioned "*House Beautiful's* Fabric Fair," included:

1. A bulletin which outlined the promotion.

2. A glossy print of art work which the retailer could reproduce for his own advertising.

3. Three layout ideas for the store's advertising.

4. Counter cards.

5. A reprint of the article in the magazine.

Short Cuts

Notice that here the preparation of the advertising copy, the instruction of the salespeople, and the many other important functions were left entirely to the store. Short cuts such as these always can be taken if you haven't the budget for a more ambitious kit, or if you feel that the promotional idea isn't strong enough to support a more thorough job.

The Largest-Selling mass men's magazine is the **LEGION MAGAZINE**

ABC Net Paid Circulation
(Period ending December 31, 1948)

3,031,838

Is "mass magazine" space getting too costly
for your men's product budget?

LOOK AT THESE FACTS

1. More men read each 100 copies of the *American Legion Magazine* than any other "mass magazine," says Starch.

2. The *American Legion Magazine* costs only \$1.90 per 1,000 — less than any other mass magazine for men.



If these facts intrigue you,
drop a "collect wire" for
full details to:

Mr. Fred Maguire, Adv. Dir.
American Legion Magazine
1 Park Avenue
New York City





1 They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.



2 Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.



3 —that you're in business to do business; that you're on the lookout for immediate sales.



4 Not tomorrow, but now. Let BSN help you do it!



5 —when you use the same avenue of communication your customers do

Another excellent kit was prepared by *The American Home* to organize its January "Spotlight of the Month" promotion, "Sweet Dreams Are for Wide-Awake Shoppers." The 46 stores that planned to take part in the promotion received a kit which included:

January Promotion

1. An advance reprint of an article from *American Home's* January issue, "How to s-t-r-e-t-c-h Your Bedding Dollar." This article keynotes the entire promotion.
2. Selling sentences for the salespeople to put to work and also for use on display cards.
3. Publicity releases for the stores to give to their local newspapers. These are full of quotations from the key-note article, with plenty of places for the store to fill in its own name.
4. Suggestions for six different window displays, including one for a battery of three windows.
5. Layouts for newspaper advertisements in 5-column, 6-column and full-page sizes.
6. Suggested copy for the newspaper advertisements, which says:

Sweet Dreams Are for Wide-Awake Shoppers, says The January *American Home*.

Sounder snoozing means brighter days . . . better work . . . more fun! See what wonders (name of store) has to help you sleep better! Mattresses of springy hair, or bouncy innersprings, or airy latex foam. Sheets smooth as a lullaby. Blankets cozy as your fireside. And new slumber wizardry too, in bedboards for backaches, pillows for the allergic, weatherwise, featherweight electric blankets and sheets. Come browse at (name of store) today. Sleep sounder, sleep sweeter tonight!

7. Reprint of mat of artwork for newspaper advertisement, which can be ordered.
8. Display card which can be ordered.
9. Small reprint of large size poster (22" x 28"), which is available on order, at \$2.30 each.
10. Banner to match the poster, available on order at \$1.50 each.
11. A C.O.D. reply card to make the ordering of promotional material as easy as possible.

Notice that it is not necessary to give away all the material you provide for a promotion of this kind. Stores will pay for it if you show them what it is, and if it's what they can use to advantage. Furthermore, getting them to pay for it insures the use of the material.

Mademoiselle has done some ex-

cellent promotional kits. The 1948 April Bridal Merchandising Kit included:

1. Photographs of brides and bridesmaids, with descriptions of their headdresses and flowers.
2. Photographs of stage settings for *Mademoiselle* Bridal Fashion Show.
3. Script outline for fashion show.
4. Suggested layout and copy for full-page merchandise advertisement on *Mademoiselle* brides.
5. Suggested layout and copy for quarter-page announcement of *Mademoiselle* show.
6. Window suggestions.

Then there's *Charm's* annual "Two Weeks with Pay" feature. In the Kit *Charm* gives to the stores that adopt the promotion, *Charm* describes the idea this way:

"For 50 weeks out of the year, the *Business Girl* dreams of her Two Weeks with Pay—those fourteen wonderful days in which to do what she pleases, when and as she pleases!

"During the month of May, she plans for this happy interlude, deciding where she will go and what clothes she will buy.

"In *Charm*, the Magazine for the BG, she sees vacation fashions designed for her needs, priced for her budget.

"In your store, she buys that *Charm*-featured wardrobe to help her attract the man of her dreams. Her suitcase packed to capacity, she's off—our reader, your customer—for the most thrilling, fun-filled Two Weeks with Pay she's ever had! To help make your Two Weeks with Pay promotion an outstanding success, *Charm* presents this promotion material."

The essence of the store promotion in this case is a fashion show of clothes needed for the Two Weeks with Pay, and a complete script for the show is an important part of the kit.

In addition, there are suggested advertisements, radio scripts, display material, publicity releases, suggestions for statement enclosures, and all the other paraphernalia a store can use to stage a big and successful promotion.

This will give you some idea of the kind of Promotional Kits magazines prepare for store use. Obviously, the examples given scarcely scratch the surface; many other magazines have prepared kits that have resulted in highly profitable promotions. It would take a book to list them all. I can only hope the examples given here will be helpful guides to you in planning kits of your own.

Promotion

Sky-Wide and Handsome Map

Air Express Division of the Railway Express Agency can spot you the 87,000 route miles and connections of the scheduled, certified airlines, including points in Canada, Newfoundland, Cuba and Alaska. It's all done with a map—and Air Express will send it to you gratis. The company calls it the "Air Express Service Map," and it ought to be a boon whether you ship turbine engines or nylon stockings by air.

The map is printed in four-colors, to help you keep routes straight, and a supplementary panel at the bottom lists, alphabetically by states, more than 1,200 points which receive direct air express service. You can get it from the company's Department of Public Relations and Sales, 230 Park Avenue, New York 17, N. Y.

Birmingham

... it's the number one test market of the deep South, says a promotional piece by *The Birmingham News* and *Birmingham Age-Herald*. The newspapers have made extensive use, in this study of population, employment, housing, agriculture, etc., of S.M.'s *Survey of Buying Power* to point up Birmingham's claim to test market priorities.

"It's a Small World"

That's the title page of a booklet from KMOX, "The Voice of St. Louis." The station also has made use of S.M.'s *Survey* to highlight market facts of the area. The booklet lists advertisers of the station, marks the more pertinent facts about the station itself, uses the *Survey* figures to show buying power, etc., in the area which KMOX serves.

15 to 18 Million Young Women

... can't be wrong, thinks Ideal Publishing Corp. The firm has recently made a study of the young women of the U. S.—projected from findings among its own subscribers. The booklet dissects the 1,200 young women who first completed the questionnaire and returned it and tells all—age, buying habits, magazine readership, size of family, marital status, ownership of such things as insurance, homes, cars, etc. There's a breakdown of respondents by states and the buying habits are delineated. Ideal is at 295 Madison Avenue, New York 17, N. Y.

If you want to sell prospective

Home Owners

it's smart merchandising to
merchandise your products through

Home Owners'
CATALOGS

HOME OWNERS' CATALOGS is your direct path to *qualified* prospects. It is a proven merchandising method for putting complete information about your product or service in a permanent reference volume sent to qualified home planners—at *just the time when they are planning their new homes.*

What
SISALKRAFT
learned ...

The real *economy* of the HOME OWNERS' CATALOGS method of catalog distribution is clearly proven in a recent test made by The Sisalkraft Co., a leading manufacturer of building paper and reflective insulation. Compared with direct mail, the HOME OWNERS' CATALOGS method was found to be

49%
more economical

The "cost per effective message" was only 9.6 cents for HOME OWNERS' CATALOGS, as against 19.6 cents for direct mail. The "cost per probable sale" was only 33.9 cents for HOME OWNERS' CATALOGS, as against 54.3 cents for direct mail. Let us show you how The Sisalkraft Co. proved, to its own satisfaction, the *economy* and *effectiveness* of using

Home Owners'
CATALOGS

A Catalog Distribution Service of
F. W. DODGE CORPORATION
119 West 40th St., New York 18, N. Y.

Good for
SELLING
because used
for **BUYING**

60,000* Engineering, Operating and Production Men in all industries use IEN for buying needs.

Your product advertising story reaches men seeking "things to do things with."

From \$110 to \$120 a month is all it costs to reach this vast market. Ask for The "IEN PLAN." It may help you get more out of your advertising budget.

(*Latest CCA Statement 53,304)

INDUSTRIAL EQUIPMENT NEWS

THOMAS PUBLISHING CO.

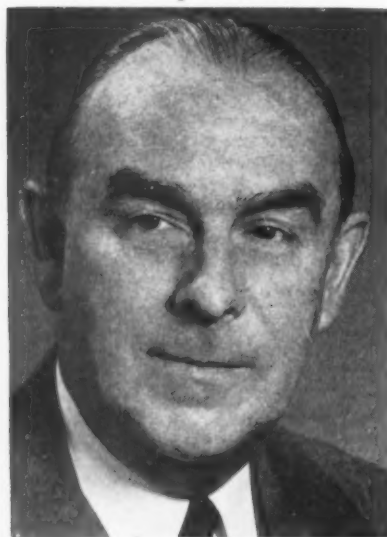
461 Eighth Ave.
New York 1, N. Y.



Boston • Chicago • Cleveland
Detroit • Los Angeles
Philadelphia • Pittsburgh

ADVERTISEMENT

Named by **Pal Blade**



Paul Christian who has been appointed director of sales and advertising of the Pal Blade Company, Inc. Mr. Christian reads *The Wall Street Journal* regularly. He is among the 37,802 sales and advertising executives on the American business front (of a total audience of 223,641 business leaders) who consider America's only national business daily "must reading" for important up-to-the-minute news. That is the reason so many advertisers choose *The Wall Street Journal*—and why, if you advertise to business, *The Wall Street Journal* should head your list.

What! Change Label Design Five Times in 10 Years?

Many companies shy away from the prospect of changing their product's label. Not so the American "76" Co., Chicago, manufacturer of "76," a carbonated lemon-lime drink. In fact the company has demonstrated how it is possible to change a label as many as five times within 10 years—without jeopardizing the important consumer recognition feature.

Change: Gets Attention

Phil Fisher, president and general manager, feels that there is a selling psychology in changing bottle labels. He maintains that it stimulates consumer attention. Mr. Fisher's applied theory in regard to labeling, he is convinced, has contributed to the mounting market acceptance of "76." The company was founded in 1939 on a modest basis, and today the company has franchise bottlers in 32 states.

Throughout the years the original green bottle and the essential characteristics of the first label have been retained. In addition "76" packages have had the advantage of applied letter coloring. This has resulted in *permanent labels* in bright colors.

The first label used in 1939 was a three-color applied color lettering design in red, white and blue. The number "76" formed the focal point of the label, and this number was repeated in the neck label. At the top of

the front label were shown the familiar figures of the "Spirit of '76." This label served until 1940.

While the label replacing it was also in three colors, it was larger and the "Spirit of '76" figures were eliminated from the front space.

In 1944 the third label, in red and white, made its appearance. The white lettering in the neck label was changed to green against a white background. On the back label modernized characters replaced the traditional "Spirit of '76" figures.

Again in 1945 "76" lemon-lime drink showed up with fresh labeling. This time, however, there were only minor changes. These were a slightly larger front label and a bolder treatment of the brand name. The solid background on the neck label was eliminated, neck band lowered.

Latest Label in 3 Colors

The latest label marks a return to the original three colors. Also for the first time the *modernized* version of the "Spirit of '76" characters appears on the front. Neck label is well down on the shoulder of the bottle.

Mr. Fisher gives no indication of the life expectancy of this attractive label. In all probability it, too, will be replaced whenever he feels a fresher labeling treatment will spur the sales growth of "76."



FIVE FACE-LIFTINGS: American "76" Co. launched its soft drink in 1939 with the label at the left. New labels, in order of use, are from left to right. Current label (right), adopted in 1948, is in three colors. The green bottle remains.

SALES MANAGEMENT



Lithography
by STECHER-TRAUNG



SAVE MONEY WITH

Full Color

Make every dollar you spend for advertising *pay out!* One way is to utilize the extra selling power of FULL Color. And the surest and

most economical source for top quality FULL Color is

Lithography by **STECHER-TRAUNG** Whatever your product

or service, you'll find Stecher-Traung able and ready to put the sparkle and influence of FULL Color into your folders, booklets, brochures,

inserts, box wraps, labels, etc.—*at worthwhile savings!* You can enjoy mass production economy on FULL Color even on surprisingly small runs.

It will pay you to get the facts. Learn how you, too,

can save money on FULL Color!

STECHER-TRAUNG

LITHOGRAPH CORPORATION

Rochester 7, New York • San Francisco 11, California

BRANCH OFFICES

Baltimore, Boston, Chicago, Columbus, Harlingen, Jacksonville,

Los Angeles, Macon, New York, Oakland, Philadelphia,

Portland, Sacramento, St. Louis, Seattle

Special New York Sales Associates—Rode & Brand

Specialists in
FULL COLOR

ADVERTISING MATERIAL
LABELS BOX WRAPS GREETING CARDS
SEED PACKETS FOLDING BOXES
MERCHANDISE ENVELOPES AND CARDS

coming your way. . .

.....**plus-lite boards** can be lettered, wiped off with a dry cloth, and re-lettered at will. An advertiser's sales message can be printed across the top of the board with a special Vinylite ink. Dealers, retailers, repairmen and other resale accounts can write their messages on the white portion of the board. The surface is claimed to be resistant to sunlight, water and most all cleansing compounds. They have been developed by the Chatfield-Clarke Co., 1635 10th St., Santa Monica 14, California.

.....**portable electric sander** weighs only 4¾ pounds and features a non-stalling, high speed motor encased in a streamlined die-cast aluminum alloy housing. It operates on the "orbital motion" sanding action principle which has proved so effective in producing fine uniform result. This type of action permits sanding of parallel boards with opposing grain structures without risk of grit scars. Because the sander is light in weight it reduces operator fatigue and yet it does not sacrifice the stamina and power so necessary for removal or finishing of all types of wood, metal, compositions and plastics. Because of its small size and low clearance it can effectively sand up corners and trim under low obstacles without risk of damage. The portable sander is manufactured by the Sterling Tool Products Co., 1340 Milwaukee Ave., Chicago 22.



DEALERS may write own sales message.

.....**directional - light switch**, attached quickly and easily by a separate mounting bracket to a steering column of any size, employs a jewel light in its top to signal failure of one or more bulbs in a directional-light system. If the jewel light does not go on when the switch is thrown, say, to the left, that means the directional light on the left-hand side of the vehicle is out. An operating lever, adjustable in and out, will provide finger-tip control regardless of the steering wheel diameter. Because a fuse is built into the switch, a short circuit will not affect the other lights. Arrow Safety Device Co., Mt. Holly, N. J.



DUE TO ITS SMALL SIZE AND LOW CLEARANCE, the new sander can sand surfaces hard to reach. Sanding speed is 3 to 5 times faster than hand methods.

TACOMA TACOMA



FIRST: The Tacoma-Seattle retail trading zones—the "Puget Sound Circle"—account for 55% of Washington State's total business volume. You must have *full* impact in this market—and you get that impact *only* when Tacoma, too, is effectively covered.

SECOND: Effective Tacoma coverage can't be had with outside newspapers. Facts prove: in Tacoma, the News-Tribune *alone* can do the job.

See These Tacoma-Pierce County Daily Coverage Figures!

THE TACOMA NEWS TRIBUNE 80%

Second Tacoma Paper 50%
Seattle Morning Paper 9%
Seattle Evening Paper 3%



Represented Nationally by
The Sawyer, Ferguson, Walker Co.





TO WIN VOTES of the traveling public, employees of Mid-Continent Airlines, Inc., are shown how, during intensive 8-weeks campaign, R. D. McLeod, Kansas City, Mo., station manager, and Hostess Katherine Held view one of the posters.

Curtis Cosmetic Campaign

The 1949 advertising and promotion budget set by Helene Curtis Industries, Inc., Chicago, is a record in the company's history. Products featured in the campaign are Helene Curtis Suave, "a greaseless hair cosmetic and not a hair oil," and Helene Curtis Creme Shampoo.

The current campaign is designed to follow last year's successful pattern with the major portion of the budget scheduled for national magazines and newspapers. An innovation in the Helene Curtis advertising program is the regular use of large space in *This Week Magazine* which exerts local influence in almost 9,000,000 homes through 24 newspapers from coast to coast. Prominent on the list of regularly scheduled national magazines are: *Ladies' Home Journal*, *Woman's Home Companion*, *McCall's Magazine*, *True Story*, *True Confessions*, *Modern Screen*, *Photoplay*, *Good Housekeeping*, *Ideal Women's Group*.

Single columns and half pages will be used heavily throughout the campaign in both color and black and white. Buchanan & Co., Inc., is the agency.

Calendar—A First

As a service to its members, the National Association of Retail Clothiers and Furnishers has distributed the 1949 Merchandising Calendar for men's and boys' apparel, prepared by Alfred J. Silberstein, Bert Goldsmith, Inc., New York City advertising agency. So far as is known, this is the first time that a co-ordinated summary of merchandising ideas for the full year has been organized for the men's and boys' apparel industry.

Published by the agency as part of its series of business studies, the work is sold to manufacturers, advertising agencies, newspaper executives and others interested in servicing retail needs.

The calendar is actually a monthly guide on the current merchandising program; a plan for future events, and a check on buying schedules. The material that has been compiled is organized in these three categories. It is intended to stimulate planning.

The make-up of the Calendar has been so arranged that on the page accompanying the listing of suggestions and reminders is a work sheet on which the merchant can make his notations and, in diary form, put down his experiences for a permanent record to be referred to for guidance in succeeding seasons.

CAMPAIGNS AND MARKETING

Farmall Tractor Drive

"April is Farmall C Month. . . See the Farmall C." This is the theme of International Harvester Company's nation-wide advertising and sales promotion campaign for this farm tractor and for its full line of matched, quick-change implements.

The Farmall C, in size and power, stands between International's two smaller Farmalls, the Cub and Super-A, and its two larger, the H and M.

The campaign is aimed at four major markets: (1) general farmers with up to 120 diversified acreage; (2) large-acreage farmers who own larger tractors and need secondary power; (3) large-scale vegetable growers; (4) commercial beet and bean growers.

Full-page, four-color advertisements are appearing in April issue of *Country Gentleman*, *Farm Journal*, *Capper's Farmer*, *Successful Farming*, *Southern Agriculturist*, and *The Progressive Farmer*. Specialized copy is carried in a list of 22 sectional and State farm magazines. The campaign is expected to acquaint some 25,000,000 people with the tractor.

In addition to the printed messages,

International Harvester's NBC radio show, "Harvest of Stars," starring James Melton, will tell the Farmall C story on Sunday, April 3.

Each International Harvester dealer will receive a kit of merchandising materials to aid him in promoting the tractor. The kit will contain proofs of dealer advertisements and mats, one-minute radio commercials, news releases, posters, charts, and tractor display cards. A supply of invitations, which the dealer may mail to prospects, inviting them to his store to "See the Farmall C," will also be furnished.

An eight-page mailing piece has been prepared for mailing to a live list of prospects furnished by dealers. It not only offers the prospect a booklet, giving complete information on this tractor, but invites him to come to the local dealer's store.

This is the second large-scale promotion of Farmall tractors by International Harvester so far this year; in February, Harvester dealers promoted the Farmall Cub. Tentative plans indicate that other product campaigns will follow as the buyers' market approaches. The agency is Aubrey, Moore & Wallace, Inc., Chicago, Ill.



FAMILY PORTRAIT

In Detroit, The Detroit News has been the family's home newspaper for 76 years. It's as popular with Pop as with Mom and the kids, because it contains more features of particular interest to each of them. Pop likes the complete news coverage that provides an entire evening's reading.

Mom loves the women's pages. The kids are wild about the many children's features. That's why The News is thoroughly read, column by column, page by page, advertisement by advertisement . . . by over 400,000 families in this wealthy industrial market that is predominantly a city of single homes, requiring greater-than-average purchases of durable goods. It is this family readership that makes The Detroit News, with the largest A.B.C.-recognized home-delivered circulation of any newspaper in America, your most potent advertising medium in the Detroit market.

432,112—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper.

543,643—total Sunday circulation

A.B.C. figures for 6-months period ending September 30, 1948.

• First in total advertising lineage in Michigan—4th in the United States.



NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 42ND ST., NEW YORK 17—THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

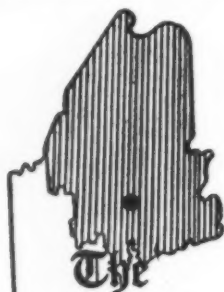
Maine's LARGEST Daily

- Reaches MORE People ...
- Sells MORE People ...

To get your full share of Northern-Eastern Maine's big sales melon, be sure to make the state's largest daily a "must" buy.

No other advertising medium can be as sure of getting attention from as many Maine families as the Bangor Daily News ... a daily reading habit in more than 72% of the homes in the 7-county Greater Bangor market.

With dominant leadership in this market, in all advertising classifications, the Daily News demonstrates its ability to produce the greatest results because it reaches the greatest number of people in the state. Reach more, sell more, in Maine through the Bangor Daily News.



The Bangor Daily News

Maine's Largest Daily

64,018 Daily 74,535 Sat.-Sun.

Represented by
SMALL, BREWER & KENT, INC.

10 EXCLUSIVE FEATURES

Sig-Na-Lok

VISIBLE RECORD SYSTEMS



No. 4 CARD POCKETS
EASILY INSERTED

WASSELL ORGANIZATION, Inc.
Dept. • Westport • Conn.

In addition to the month by month outline, there are included numerous promotion themes and points on fundamental store principles which in recent years have too often been neglected.

To others than members of the National Association of Retail Clothiers and Furnishers, it will be sold at \$3.00 a copy. Since it is expected that additional Calendars may be requested for the various store departmental heads and retail advertising managers, four or more copies, when ordered in a single unit, will be made available at \$2.50 each.

Elgin Spring Promotion

The Elgin Watch Co. has just launched its 1949 spring advertising campaign. Breaking in the March 28 issue of *Life*, the series calls for color and black and white advertisements in *The Saturday Evening Post*, *Look*, *Farm Journal*, *National Geographic Magazine*, and *Collier's*. Color advertisements will appear in *Esquire*, *Seventeen*, *The American Weekly*, and *The New York Times Magazine*. In addition, advertising will be carried by 69 leading college and university newspapers throughout the country.

In commenting on the spring schedule, Gordon Howard, Elgin's advertising manager, said that the advertisements are testimonial in nature, featuring well dressed personalities who state their preferences for the Elgin watch. In addition to featuring styling by Henslee, the advertisements also stress the use of the Durapower mainspring in the full line of Elgin watches.

Another portion of the campaign, scheduled in May and directed toward the university group, will strongly emphasize the graduation theme. Two outstanding seniors of the 1949 classes of Massachusetts Institute of Technology and Mount Holyoke College will appear in advertisements.

Mr. Howard also revealed that Elgin, in another integral part of its spring advertising and promotion plans, will shortly furnish dealers with a sales-aid portfolio. Titled "My Turn for an Elgin," it will describe Elgin's advertising plans and will contain reproductions of advertisements.

It also will include an order blank by which dealers can obtain such sales promotional aids as postcards and color folders to be used as direct mail pieces; a 24-sheet outdoor poster; car cards; a series of transcribed radio announcements; station breaks in radio script form;



PAUL SAYRES, president of Paul Sayres, Co., Inc., New York metropolitan food jobbers, receiving testimonial scroll presented to him by 30 leading food manufacturers during the dinner recently given in his honor.

movie playlets; 63 dealer advertisements for local insertions.

The campaign is being handled by the Chicago office of J. Walter Thompson Co.

Glass Gloss Goes National

Following its successful introduction on the West Coast, Bon Ami's new, wax-like cleaner for glass and silver, Glass Gloss, will go national in sales and advertising this month.

The Bon Ami Co. announces that an intensive, nation-wide advertising campaign on Glass Gloss will be launched with a full-color page in the April 25 issue of *Life*, followed by a schedule of color pages in *Ladies' Home Journal*, *Woman's Home Companion*, *McCall's Magazine*, *Good Housekeeping*, *Better Homes and Gardens*, and *The American Home*. *The American Weekly* is also scheduled. This magazine program will be backed by newspaper and radio advertising in key metropolitan markets. Glass Gloss advertising will continue throughout the year.

First offered to the public last fall on the Coast and in Texas, Glass Gloss won favorable trade and consumer acceptance, the company feels, not only because of its performance and low price, but also because of the prestige of the Bon Ami name. Most grocery outlets have been selling it at 39c per pint. Glass Gloss will not compete with other Bon Ami products, and sales and advertising pressure will be continued as usual on Bon Ami Powder and Bon Ami Cake.

Batten, Barton, Durstine & Osborn, Inc., is the advertising agency.

SALES MANAGEMENT

The Weather

WEDNESDAY—Clouds and rain with light rain and drizzle Monday and Tuesday night. High about 63. Details on Page 11-A.

THE DAILY OKLAHOMAN

You'll Find It—

Article 12-A
 Column 12-B
 Photo 12-C
 Editor's Page 12-D
 News 12-E

VOL. 58, NO. 45

Morning and Sunday

ONE HUNDRED PAGES—500 N. BROADWAY, OKLAHOMA CITY, SUNDAY, FEBRUARY 20, 1948

Daily for Sunday 12c

Dealers Expect Chilly Summer On Car Orders

And They're Sure Immediate Delivery Is Certain



Democrats Eye Chance

Co-

226,094

THE LARGEST SUNDAY CIRCULATION IN THE GREAT SOUTHWEST

FIRST... REGARDLESS OF CITY SIZE!

SOURCE: PUBLISHERS' STATEMENTS TO ABC FOR 6 MONTHS ENDING SEPTEMBER 30, 1948



Chimney Sweeps Plan to Strike Monday in Berlin

BERLIN, Feb. 19.—(AP)—Berlin has a new quarter mile long chimney-sweep strike today. The strike is the first thing the communists have done since they took over the city last month.

Eight Cent Ends Philly

PHILADELPHIA, Pa.—(AP)—The city of Philadelphia has ended its eight-cent strike today. The strike was the first thing the communists have done since they took over the city last month.

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO.—THE FARMER-STOCKMAN—WKY, OKLAHOMA CITY
 Represented by
 THE KATZ AGENCY, INC.

AND LOOK AT THIS
 Oklahoman & Times
 DAILY CIRCULATION
 ABC Publisher's Statements, Sept. 30, 1948
232,657

AVAILABLE World's Largest Sales Force

through

SPECIALTY SALESMAN MAGAZINE



- Nation-wide, fully-trained
- No selling expense on your part
- Quickest way to National Sales
- Direct Selling is Big Business—
a Multi-Billion Dollar Market

THIS BOOKLET TELLS IF YOUR PRODUCT IS SUITED TO DIRECT SELLING

Contains a wealth of how-to-do-it information for Sales and Advertising executives. Tells how you can recruit the largest sales force for your product. Write for your copy.



SPECIALTY SALESMAN MAGAZINE
307 N. MICHIGAN AVE. CHICAGO 1, ILL.

We've Corralled The Western Market!

Management's stampede for PLUS food merchandising has swarmed to WESTERN FAMILY... the most potent food-buying force in the West.

THE MARKET:

1 Western Family saturates the richest part of California... read by 385,204 home-makers pouring through retail grocery stores served by Certified and Spartan Co-Ops—responsible for 51.2% of all retail food business in Southern California.

2 Dominates Washington State's most important market area... Western Family is distributed to 72,684 grocery-buying women through Associated Co-Op stores—annual volume 85% higher than the average in the state.

WESTERN FAMILY

1300 N. WILTON PL., HOLLYWOOD 28, CAL.

Advertising offices: 551 Fifth Avenue, New York 17, VA. 6-3971; 333 North Michigan Avenue, Chicago 1, Randolph 6-6225; Suite 2, Penthouse, Mills Building, San Francisco 4, Garfield 1-7950; 1916 Occidental Avenue, Seattle 4, Main 8234.

Armed Services Ask if Buying Methods "O. K."

As told to Jerome Shoenfeld by **HERBERT L. BROWN**
Consultant, Munitions Board, National Military Establishment

Presidents and their sales chiefs will have the opportunity to gripe about or comment on present purchasing policies of the Navy, Air Force and Army through a questionnaire going out on April 15 to 1,600 firms in eight basic industries.

The Armed Forces are changing their buying methods. I hope and believe that the changes are for the better, but realize that military suppliers may have other opinions. The Munitions Board intends to find out—through a questionnaire—what suppliers think.

Sales managers especially should have expert opinions on whether the changes we have made in our procurement methods are good or bad. As the Board consults the heads of supplier companies, the men who direct distribution should be at hand to express their own points of view.

Check List

A questionnaire or, as we prefer to call it, "a check list," will be mailed April 15 to approximately 1,600 companies in eight industries. The letters will be addressed to company presidents. We want to find out, briefly, whether Armed Forces can do better by co-ordinated procurement or procurement individually by the Air Force, the Army, and the Navy. For example, does single service procurement work in advertising for bids? We will ask both for your experience and for your opinion with respect to sales in wartime and in peace.

Co-ordinated procurement, in case the phrase sounds hazy, is easy to illustrate. The Army, Navy, and Air Force each use photographic film. Until July 1, 1948, each service bought what it needed without regard to the other services. Since that date, the Air Force has bought film for all three military departments.

The idea for this survey of opinions was tested last November and December with forums of executives in eight sample industries. Spokesmen both for large and small concerns attended. Altogether we had 154 prominent executives who told us many things we wanted to know.

Now we want to find out whether what they said is representative. Through our check list we will compare their points of view with those of suppliers in each industry. That's why we want sales executives to give us their views.

As sales managers, you probably will be interested in our survey methods. The questions themselves are based on opinions expressed at the forums and on advice of survey specialists. To test their wording, we sent the form to a few food companies in advance of general mailing. Having been proved in this way, the check list now will be sent to everybody on the roll. Those who receive it either are military suppliers now or were during the war.

The check list is brief. Question-by-question, you are asked to mark the appropriate square, stating whether a given method is "unsatisfactory," "fairly satisfactory," "excellent." The alternative characterizations are solicited with respect to actual company experience and to judgment on "best potential performance" in peace and in war.

For Your Ideas

We haven't tried to cover every possible variation of experience and attitude. I know that you couldn't. Instead, we provided space for additional comment and for your own suggestions. We want especially businessmen's comparisons between co-ordinated procurement and independent procurement by the separate Departments. As you read the form itself, you will note that many of the questions fall peculiarly into the sales manager's own province.

Among the points on which we want your opinions are these: standard specifications both for products and packaging, inspections, methods for determining qualified bidders, cost

data needed by procurement men, contract forms and clauses. We want your point of view on methods for amending contracts and for making technical changes in buying orders. How do you like the delivery methods? One question asks for summary judgment, comparing the cost of equipment and supplies under co-ordinated and independent procurement: Will it be higher? Lower? About the same?

New Rules Work?

The shift from independent to co-ordinate procurement obviously forces the supplier to adjust his own practices. He may have to deal with different people. The rules may be switched. Instead of making things easier, the new ways may make them more difficult. That's what we want to know. We want to know whether some of our former suppliers can't do business with us under the new techniques. We want to know, too, whether the new system works hardships. Or, perhaps, it is becoming easier to do business with the Military Departments.

Buying officers are also being canvassed. We are asking them whether the new system makes their jobs harder or easier. We want them to tell us whether co-ordinated procurement helps them get what is needed in the right quantities, at the right place and at the right time.

Industries Canvassed

Industries being canvassed are food, automotive, photographic, medical, petroleum, clothing, and electronics. These, with exception of electronics, were among the first to furnish military supplies under co-ordinated procurement. The services continue to buy electronics products independently; the industry was included, nevertheless, as a kind of control. We wanted opinions from an industry in which each Department does its own buying. Maybe co-ordinated procurement of electronics goods just won't work. Each Department uses its own highly specialized equipment, much of which is subject to rapid obsolescence because of new developments.

Basically, we want to find out how far we should go with co-ordinated procurement. We want a system that in an emergency will allow for the maximum buying at the lowest cost, with the greatest speed. The Munitions Board must also appraise the impact of co-ordinated procurement on the general economy, including its effect on small business.

The Munitions Board was charged by the National Security Act of 1947



**Houstonians' Strong Preference
For The CHRONICLE
Spells Better Results for
CHRONICLE Advertisers**

*Here's Preference Proof A-Plenty!**

The Houston Chronicle (daily) is read exclusively by 61.8% more people than the Post and Press combined . . . And The Chronicle (Sunday) has 73.1% more exclusive readers than the Sunday Post. (The Press has no Sunday paper.)

* From A Recent Study By
ALFRED POLITZ RESEARCH, INC

With more exclusive readers than the other two Houston newspapers *combined*—small wonder The Chronicle enjoys unquestioned leadership in advertising lineage in all classifications. Here, truly, is an exceptional paper—the most powerful and successful medium for selling the great Houston market.

Ask to see the Politz study of Houston's home-delivered circulation. It's an eye-opener—a "must" for wise space-buying in Houston.

CALL A BRANHAM MAN TODAY

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 36 CONSECUTIVE YEARS

IT'LL PACK 'EM IN...

EXTRA FEATURE

COLOR ROTO

A New **LOCALLY EDITED**
GRAVURE MAGAZINE
EVERY SUNDAY



in the **NEW**
SUNDAY
EDITION OF THE
PITTSBURGH
POST-GAZETTE

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT INCORPORATED

with planning "the greatest practicable allocation of purchase authority of technical equipment and common use items on the basis of single procurement." This is interpreted as calling for co-ordinated procurement. To fulfill the statute, the Board set up a system designed to meet the requirements of the military, to be economical and satisfactory to suppliers. Now we are trying to find out whether we succeeded.

How It Works

Co-ordinated procurement provides a single military contact, or closely knit group of contacts to deal with industry on procurement matters. It takes three forms:

1. Single service procurement: where one Department buys for all three services. The Ordnance Department of the Army, for example, purchases motor vehicles for the Army, Navy, and Air Force. A variation of this involves assignment of a plant to a single service, even though the actual output of the plant may go to more than one Department. This method, called "plant cognizance," is used in dealing with the aircraft industry, where, for example, one engine plant, producing for both the Air Force and the Navy is handled solely by the Navy insofar as procurement is concerned.

2. Joint procurement: where purchasing is done through a single office, which is jointly financed and staffed by personnel from the three services who act as a unit. Medical supplies are so purchased in New York City. Insofar as buyer-seller relationships are concerned, the effect is like that of single service procurement: one agency deals with the sellers.

3. Collaborative procurement: where the services maintain separate offices, but in the same building, and advise each other on requirements and the timing of orders. The services do that in buying textiles and clothing in New York City.

Responsibility

It isn't buying alone that is centralized under co-ordinated procurement; so also is the responsibility for contract administration, arrangements for inspection and transportation and development of joint specifications and suggestions on standardization.

That's the system. Now the Board is seeking facts about it, not trying to justify it. We need facts to guide future buying policy. It must be a policy that will result in maximum buying efficiency in any future war. Anything less will be inadequate. I hope you sales managers will help.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

How 300 Sales Executives Handle Automobile Expenses. Dartnell Report No. 576. Published by The Dartnell Corp. Price, \$7.50.

Sales managers are increasingly discovering that it is necessary, in view of high costs, to count pennies where salesmen's cars are concerned. The information digested in this book, from the investigation conducted by Dartnell, represents the experience and thinking of hundreds of executives managing many types of fleet operations, involving more than 10,000 cars with total mileages in the millions. Such subjects as payments for insurance on salesman-owned cars, record keeping and expense control, flat allowances on a time basis, are dealt with in detail.

This Way Up. By L. E. "Cy" Frailey. Published by Grosset & Dunlap. Price, \$1.00.

The dust jacket on this little book says it is "the successful philosophy of a practical businessman." Cy Frailey is an authority who has taught thousands of executives how to make the most of their opportunities. In this book he has tried to show what makes business "tick" and how the average businessman can use such knowledge to advance himself.

It's Your Business. By J. L. Simon. Published by Fairchild Publications, Inc. Price, \$3.50.

The author has spent 20 years advising small businessmen on the factors contributing to the success of any small business enterprise. Because so many men are dreaming of a business of their own, and because the percentage of failures of small businesses are so high, this book by an authority on success factors for small businessmen, may answer a lot of the questions which stump businessmen. Not only has the author gone into the subject of how to make a new small business mind its manners, he aims also at improving the efficiency of organizations which are already established.

Cleveland Market Data Handbook. Published by Real Property Inventory of Metropolitan Cleveland. Price, \$2.50.

Here, in a careful study, are up-to-the-minute answers of more than 400 pertinent market subject questions relating to the Cleveland area. This book of 77 pages contains 70 charts, provides factual matter and figures on the size and potential of the market, current incomes available for commodity buying, long-term trends, status of savings, taxes, department stores sales, etc. A helpful feature is the four-page insert titled, "How to Use the Handbook." This insert makes references to charts and pages of text easy, doubles the usefulness on the book itself.

ALL UNDER ONE ROOF!

THE WORLD'S GREATEST COMICS

IN THE New SUNDAY Edition OF THE PITTSBURGH POST-GAZETTE

GREAT DOUBLE FEATURE

2 COMIC Sections

STANDARD SIZE

plus

Extra TABLOID SIZE

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT INCORPORATED

How Union Oil Takes 9,000 Dealers to Dinner

It's the degree of dealer cooperation that spells success or failure of a company's well laid marketing plans. By gearing its annual dealer meetings to the convenience of its guests, Union Oil has seen attendance rise from 6,300 to 9,000.



BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

"Western New York's Great Newspaper"

KELLY-SMITH CO., National Representatives

Each year, in January, the Union Oil Company of California puts its marketing program for the year before its dealers and employees. This has been going on for many years and it has produced results in each year's sales. The more dealers attending the presentation, with greater convenience, the better have been the results.

This past January the company had more than 9,000 dinner guests. The program was cut down by a half hour. It is now the rule, amply proved, that the closer the affair is geared to the guests' convenience, time and attention, the better the results.

The "dinner" actually continues for a month in 50 different western cities where Sun Oil has four marketing territories. This was the schedule from January 10 to February 4:

Central Territory: 12 dinner meetings, starting at Bakersfield January 10, coming to a close at San Jose, January 26. W. A. Newhoff, vice-president and territorial manager.

Southwest Territory: 17 meetings, starting at Los Angeles January 10, concluding at Santa Maria, February 2. J. W. Miller, territorial manager.

Glacier Division: 3 meetings in Montana, at Butte, Great Falls and Missoula, January 10, 11, 12. R. D. Smith, assistant to the president and manager of division.

Northwest Territory: 17 meetings in Idaho, Washington, and Oregon, starting at Boise January 7, ending at Medford February 4. R. Linden, territorial manager.

Reach More People

Before the war, Union Oil held several dealer meetings, to which several hundred guests traveled to key points where they were briefed on the coming year's advertising and marketing strategy. A. C. Stewart, vice-president in charge of sales, decided that since marketing was decentralized under four territory sales managers and delegation of authority was carried down to district managers, decentralization of annual dealer meetings would carry marketing plans more directly and to more interested people.

He was right. The number of dealers and employees in attendance has steadily increased. In 1948 the number was 8,100 compared with this year's 9,000; in 1947 it was about 6,300.

Enlisting dealer teamwork in advertising and merchandising plans is a critical problem in the oil industry. Cooperation must be individual and voluntary and must be won by point-

ing to past successes and productive plans for the year ahead. This situation lends itself to grass roots meetings. Dinner programs are built around sales and advertising teams that travel by autos, with professional entertainers, throughout the different territories.

Dealers and guests arrive at the hotel about 6:30 P.M. and sit down to dinner at 7:00. Until 8:15 there is entertainment of the background type, music that does not require attention. At 8:15 plaques are awarded to dealers for length of service and outstanding achievements. At 8:30 this year a new feature, a color film, "Born to Sell," was shown. This takes about a half hour, brings the affair up to 9:00. Then there are short talks by the territorial and district managers. By 9:15 everybody is on his way home.

Film Shows Progress

This year the program featured Union Oil's Triton motor oil. A color film, produced by Apex Film Corp., Los Angeles, told its story by interweaving the progress of retailing with the progress of science, showing their interdependence in such a product. Triton was also the theme of a manual for salespeople, "The Case of the Curious Salesman," who wanted to know what gives this oil its quality. Triton oil has an interesting history because research that developed it a dozen years ago was started when the western oil industry had a battle of its own—that between "eastern" and "western" motor oils. It was believed that a good passenger car lubricant could not be manufactured from western asphaltic base crudes. Union Oil chemists demonstrated that all crudes, western as well as eastern, contain elements required to make

top quality lubricating oils, but in different degrees. The problem was to develop a process that could handle western crudes. It took courageous money. The first quart of Triton cost the company about \$8 million.

The sales manual was prepared by the company's Sales Department. Foote, Cone & Belding, Los Angeles, is the advertising agency.

For Union Oil's dealer meetings each year some point of sales policy is strongly promoted, depending on the state of the oil industry. This year it was Triton motor oil. Next year it

may well be something not yet foreseen. That will depend on general business conditions toward the end of 1949, the marketing achievements of the present year, or even some new product in the company's laboratories.

Whatever the 1950 promotional theme, it will be taken to more dealers and employees, at more points, made more accessible—with additional streamlining in the program. Past dinner meetings have shown that the shorter, easier, and more interesting they are made, the better the results in sales the following year.

FOOD and kindred products add

\$15,000,000

annually to the
buying power of
the "Money Town"
of the South.



Reach this prosperous
market through two
great newspapers.

Nashville Chamber of
Commerce figures.

Nashville Banner
Evening

The Nashville Tennessean
Morning • Sunday

Newspaper Printing Corporation, Agent
represented by the Branham Company

NASHVILLE

The "MONEY TOWN" of the South

SCALLIONS AND BRICKBATS . . .

to the California photographer who didn't know his left hand from his right. Because of his scrambled picture caption we incorrectly identified Jack J. Wendell (page 41, March 1 issue) as the gent on the right in a duo. Should have been left. The right-hand man is Don L. Davis, president and publisher of Kids Gazette. Mr. Wendell, formerly general manager, is no longer with the publishing firm.



The things people buy the most



are the very things on more dollars-for-selling in **LIFE**

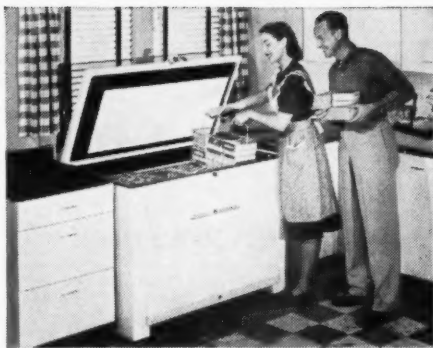
HERE IS THE RECORD



Advertising revenue figures from Publishers Information Bureau for 1948 again show LIFE's continuing leadership over all other magazines in most of the

major classifications of consumer goods, as well as in total advertising revenue.

CLASSIFICATION	LIFE RANK	CLASSIFICATION	LIFE RANK
Apparel, Footwear and Accessories	1	Smoking Materials	1
Food and Food Products	1	Household Equipment and Supplies	2
Toiletries and Toilet Goods	1	Entertainment and Amusement	1
Automotive, Automotive Accessories and Equipment	2	Radios, Phonographs, Musical Instruments and Accessories	1
Drugs and Remedies	1	Confectionery and Soft Drinks	1
Beer, Wine and Liquor	1	Gasoline, Lubricants and Other Fuels	2
Household Furnishings	1	RANK AMONG ALL MAGAZINES IN ADVERTISING REVENUE	1



of . . . and spend the most on . . .



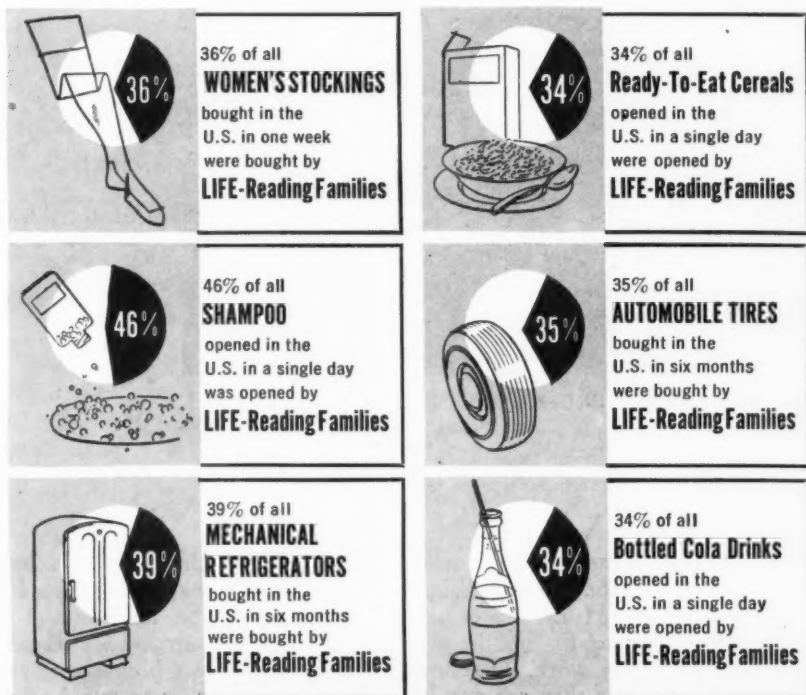
which advertisers spend
than in any other magazine!

**HERE IS
A VERY GOOD REASON WHY** ➔

Advertising expenditures, naturally, follow market opportunity. The information at the right (from Chronolog Survey, Market Research Company of America) gives examples of how LIFE-reading families account for a large share of total U.S. purchases of a great many different consumer items.



LIFE, 9 Rockefeller Plaza, New York 20, N. Y.



Sales Apathy at Point-of-Sale: Zenith Licks it with Training

As told by **H. C. BONFIG**, Vice-President, Zenith Radio Corp.

The order-taker still lingers on at retail. Zenith Radio overcomes his indifference with a Product Information Program built around a 90-minute movie. Results: Allocations again.

Many of the unfortunate practices, some of them downright evil, that have long plagued the radio industry, are starting to appear in television. Merchandise that is shoddy in nature is being offered. Gyp competition is showing up in spots, sometimes enough of it to demoralize markets locally. Dealers, under pressure, have been selling first-rate products at discounts of from 10 to 25% below list.

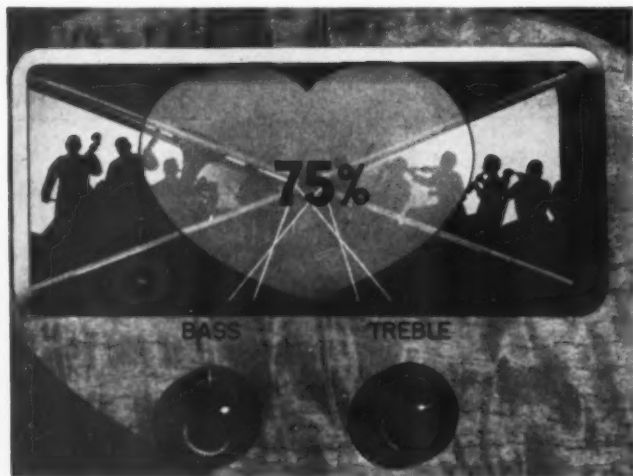
The sale of television receivers is a much more exacting job than the sale of radio has been in the past. I see no reason why the radio-television business should not enjoy the same public esteem that has been earned by many great industries. If proper emphasis is placed on competent sales and service policies, I am convinced that the industry can earn respect.

trained or are not informed as to their basic duties. They lack enthusiasm and virility. Frankly speaking, as salesmen, they are falling flat on their faces.

who did not even know that they contained FM. Pitifully inefficient salesmen could not even show me how to change records.

I've found salesmen who seemed not to know that wartime shortages are over and that they've got to *sell* rather than to merely *take orders*. There is a broad hang-over from the take-it-or-leave-it era.

One outstanding experience had to do with a set priced at more than



"ANY CHILD CAN UNDERSTAND": Zenith doesn't leave it to chance. In its 90-minute movie, Zenith points out that 75% of the tones heard by human ears fall in the middle register between bass and treble. Prospects learn how, and why, to use dials.

Unfortunately, many salesmen who have as their job the merchandising of television and FM radio sets are indifferent in meeting the public, are doing a lot of sloppy work. They are falling down because they are poorly

I speak of this not from hearsay but from personal knowledge. I have been out in the field and I have "shopped" on my own. Expensive combinations have been actually demonstrated to me by so-called salesmen

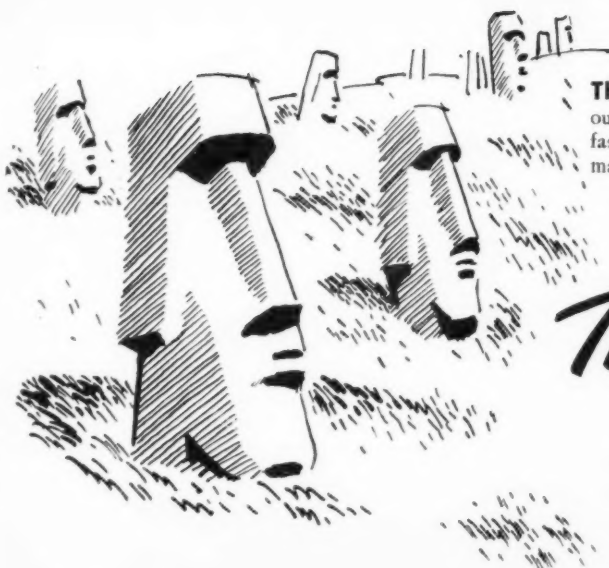


TALKS FEATURES: This is a scene from Zenith's sales training movie. It demonstrates to both distributors' and dealers' salesmen how to talk features with prospects, in this case, why Zenith's portable model plays anywhere, because of its removable aerial.

\$2,000. This salesman's presentation would have reflected badly on the quality of the cheapest television receiver on the market. He actually sneered when I asked for operating instructions. His caustic reply was that "any half-grown child" could operate it. Then, when I suggested that I might be interested in a less expensive set, something selling at around, say, \$700, he turned on his heel and left me.

Such selling, of course, is not typical, but there is altogether too much of it. My point is that if a dealer is to live from this day on he must not have this type of salesman meeting the public.

Our own experience has proved to us that trained salesmen can sell even in the face of today's changing conditions.



The Story Behind the huge stone heads that stare out at the empty Pacific from lonely Easter Island is fascinating . . . a mystery that has challenged modern man's ability to uncover the rest of the facts.

There's a Story Behind Everything

The Story Behind Koppers Company plastics was told with all of the facts to thousands at the National Plastics Exposition held last fall at Grand Central Palace in New York City. Demonstration again proved its pulling power . . . telling and selling the crowds passing through the booth pictured below during the entire showing.



Get your *FREE* copies
of *INDUSTRIAL SHOWMANSHIP*
and learn the latest in display techniques.
Write today!

GARDNER
displays

PITTSBURGH 477 Melwood St., Pittsburgh 13, Pa., MAYflower 9443
NEW YORK 516 Fifth Ave., New York 18, N. Y., VAnDerbilt 6-2621
CHICAGO 1937 W. Hastings St., Chicago 8, Ill., TAYlor 9-6600
DETROIT 810 Book Tower Bldg., Detroit 26, Mich., WOODward 2-3557
LOS ANGELES 4925 E. Slauson Ave., Los Angeles, Cal., LOGan 5-6436

Named by Eastern Air Lines



Robert L. Turner, who has been appointed General Traffic Manager of Eastern Air Lines. Mr. Turner reads *The Wall Street Journal* regularly. He and 36,105 other operating executives of American industry (of a total audience of 223,641 business leaders) find it profitably imperative to read America's only national business daily. If you want to tell your story to the decision-making executives of important industries—*The Wall Street Journal* should head your list.

Looking for a
**DISTINCTIVE
HOUSE ORGAN?**

here's
your
answer! **business
briefs**

YOU'LL be proud and wise to send breezy, interesting "Business Briefs" to all your customers, prospects and friends each month. Not like run-of-mine syndicated stuff. Strictly "class", yet economical. Ten years proven success. Write for current samples and exclusive subscriber plan.

BUSINESS BRIEFS

1015 SOUTH SHEPHERD DRIVE, HOUSTON 6, TEXAS

"C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Now available for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

About a year ago there came a general slowdown in radio, with excessive dumping of even well known brands. Some of our own distributors began to worry about the future. Our problem was: Should we cut production and let nature take its course? Or should we get out and do a better job of selling? We chose the latter.

The best brains in our sales department, experts in promotion, were put to work on what we called a Product Information Program. We made a movie, developed a dramatic routine for presenting the features in our sets, and then we rehearsed the show as though we were going to open a new version of the Follies. It was a fast-moving show that ran for 90 minutes. It had zip and was packed with product information.

Passing It Along

The film was shown to our distributors in small groups. We trained sales managers to present it, taught each man his role carefully. We rehearsed them over and over. By the time we had finished, every Zenith distributor was ready to present the program to his dealers with the same zest our own men put into it. In a short time we had these programs running in all parts of the country.

It wasn't long before things began to happen. Instead of reducing our production, we had to step it up. Output became inadequate. Before we realized it, the order department was working under tension. Our "good days" of 1946 were back and here it was in 1948 when we were supposed to be more than caught up. Business

increased to a point where many of our distributors were forced to cut down on promotions to skip calls on some of their dealers. It was wartime shortage all over again.

I've pointed this out, not to boast about Zenith's superior abilities, but to emphasize a point. That point is that quality merchandise, well presented and completely demonstrated, can find a volume market without resort to deals, dumping or commercial bribery or other costly and questionable practices. I believe, too, that this goes for every business in the world.

Many merchants, still fat from the merry era they have gone through these past eight years, have failed to reawaken. They have young salesmen who never have had to buckle down and sell at any time in their lives. They still want the easy way—walk-in buying.

One of our distributors tells me that a few days ago he went into a department store where there had not been one single radio sale all day, despite the fact that the store had two alleged radio salesmen on the floor. He tells me that he went to work and within an hour had made four sales, each one to a person who had been given up by one of the salesmen on duty. This distributor is by no means a high-pressure artist. He merely knew the sales points of the merchandise and had the ability to present them to the customer.

"Each of these buyers actually wanted to lay down his money for a radio," the distributor said. "The single thing that stood in the way of closing the sale was the incompetence of the salesman."

Waterbury Tool Takes Tractors to Prospects

A line of garden tractors and attachments can't be packed into a sample case and carried to prospective customers. Neither is it satisfactory to display the line through photographs. By doing the obvious—mounting the tools on a special trailer—the Waterbury Tool Division, Vickers, Inc., Waterbury, Conn., has found a practical way to introduce the line to dealers, grant them franchises and book some orders.

The trailer—hailed by a standard passenger car—is 6½ by 13 feet. It mounts two sizes of tractors, plus a



garden cart, riding sulky, snow plow, land plow, harrow, cultivator, sickle bar, and lawn mower. At night and in transit, tools are covered with a tarpaulin fitting over the pipe framework.



NFSE News

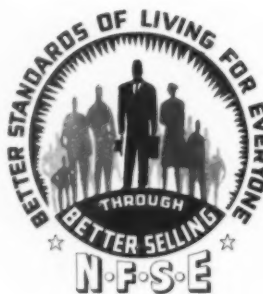


General Foods Board Chairman
Clarence Francis
(page 2)

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Washington, D. C.

EDITORIAL

Articles of Faith

Continuing its program of bringing outstanding business articles to the attention of sales executives, NFSE this month is sending to each member eight new "Articles of Faith" for businessmen.

This creed is made available through the generosity of The Bristol Brass Corporation. The articles of faith represent the beliefs of Mr. Clarence Francis, Chairman of the Board, General Foods, Inc.

General Foods' recent annual report to stockholders shows that the creed is practical. Mr. Francis was able to report that net sales of General Foods Corporation reached a new high of \$463,336,031 in 1948 and showed gains for the fifteenth consecutive year. Sales in 1948 exceeded those of 1947 by more than \$50,000,000.

In his eight articles of faith Mr. Francis lays down specific business goals of the highest order. He believes that business must serve its employees, stockholders, consumers, and the government. He also believes that a company's operating goals are continuously improved productivity and growth. Surely any business which achieved these aims would be successful.

But Mr. Francis' horizons extend beyond the prosperity of his own company. In his seventh article he states his belief that business has a duty to "answer the attacks of those who seek to undermine American freedom under democratic capitalism." And in his eighth Mr. Francis expresses a belief that business leadership can help an economically strong America to lead other nations to lasting prosperity, freedom, and peace.

In preparing his articles of faith Mr. Francis has not been content with the mere stating of a creed, for he has outlined specific steps which can be taken by a businessman to achieve these goals.

Their role as the leaders of America's sales forces places NFSE members in a unique action-getting position. If they subscribed to Clarence Francis' eight articles of faith, they could play an important part in bringing about wide acceptance of this dynamic creed.

Sales Boosters



DAVENPORT'S ANNUAL SALES CLINIC, representative of twenty such conferences sponsored by NFSE clubs this year, dramatized its theme with a large neon sign over the speaker's table: "In '49 — You'll Sell Or Decline."

For the third successive year sales executives from five states converged on Davenport, Iowa. They came to take part in the Annual Sales Clinic sponsored by the Davenport Sales Managers Bureau. At this conference the capacity audience heard leaders in the field of sales management speak on the theme "In '49 — You'll Sell or Decline."

Directed at top-flight executives, the program included two morning sessions, a noon luncheon, three more sessions in the afternoon, followed by a banquet. A gallery of top speakers discussed '49's sales problems from several different angles. In the field of sales management particular attention was given to training, selection, cost control, and the overall job of sales management in a buyers' market.

Davenport's clinic, which has become one of the city's institutions, is but one of 20 such regional conferences already scheduled by NFSE clubs for 1949.

Most regional conferences run to one or two days, thereby requiring the greatest economy in programming. With the available time strictly limited, emphasis must be on proven ideas, and on suggestions which can be of direct benefit to the executives attending. The conferences attempt to define the objectives ahead, to analyze present and future trends in

marketing, and to show the sales executives the newest tools for meeting these problems.

That this consideration of specific problems facing sales managers is valuable is proven by the fact that almost without exception the conferences are completely sold out. At the regional meeting held in Birmingham last November requests for tickets exceeded the capacity of the

meeting hall by several hundred.

The programs are staged either by individual clubs which reach the towns in a trading area, as in the case of New Orleans, or by several clubs acting together to pool their resources and talents. In some cases the clubs in a region rotate the conference among their cities.

Encouraging the development of regional conferences has been a major NFSE objective this year. The Federation has aided in their development by supplying clubs with information on how other clubs have staged successful conferences. Through its Speakers Bureau NFSE also supplies a large percentage of the top speakers needed for successful programs.

With the number of conferences constantly increasing, NFSE is now working to coordinate the scheduling. A list of conferences already scheduled by affiliated clubs is periodically issued. This avoids any conflict in dates and impossible demands upon speakers.

The steady development of regional conferences throughout the country has led to a growing movement among companies to stage their own regional sales meetings either immediately before or after the conferences. In this way their own salesmen and sales managers keep up with the latest in salesmanship.

REGIONAL CONFERENCES—1949

When	Where
Jan. 7, 8	Boston
Jan. 14	San Francisco
Feb. 4	Davenport
Feb. 7	Buffalo
Feb. 8	Albany
Feb. 11	Montreal
Feb. 21	Toronto
April 22	Charlotte
April 29	Dallas
May 3	Richmond
May 4	Hartford
May 6	Los Angeles
Sept. 29, 30	Baltimore
Oct.	New Orleans
Oct. 21	Louisville
Oct. 25	Worcester
Oct. or Nov.	St. Louis
Oct. 27 or Nov. 3	Minneapolis
Nov. 10	Columbus
December 1	Milwaukee



GE's L. R. BOULWARE outlines plan to improve our labor legislation.

Whose Job Is It?

L. R. Boulware, Vice President
General Electric Company

(based on an address before
New York Sales Executives Club)

There is a great big test going on now in Congress, it seems to me, to determine if there really is a mandate for the whole Administration package or if, in fact, there is a mandate for any single one among the group of projects I feel are loaded with such disastrous possibilities. This test is in connection with the present drive by some powerful minorities to get quick repeal of the Taft-Hartley Act and simultaneous re-enactment of the old Wagner Law with only the most minor amendments.

I sincerely believe that a majority of the present Senate and Congress would like to keep the Taft-Hartley Law pretty much as is.

But under the influence of presumed or claimed mandates, and under the pressure of a tightly organized and unbelievably zealous minority, we have seen Republicans appear to be joining the Democrats, and Democrats appear to be joining the Republicans.

Right from the start of this, however, sober news started coming in that the wishes of the folks back home were being misinterpreted.

This flood of news supporting most all the present provisions of the Taft-Hartley Law has grown to a clamor. But the people's battle for a law that's fair to the public, to employees, and employers, is by no means won.

In telling you the stand General

Electric has made on this critical issue (*see box below*), I certainly have no idea of urging, or even hinting, that your path of duty lies in your going and doing the same. Among alert and wise businessmen there is a wide difference of opinion as to whether we have been helpful or prudent in just these few simple acts of dutifully expressing ourselves as citizens.

But I do have no hesitancy in saying that we all have a duty of some kind in situations such as this. We have simply got to determine that we ourselves—each of us—are going to do something about that duty.

And in all this the fellow who's got the biggest patriotic duty, and the biggest selfish stake, is the salesman and the sales executive. Why? Because he is first of all that best of all citizens: the true exponent of our free system of choice, of incentive, of competition. Because he is an accomplished teacher—an individual teacher at the dealer, distributor, home office levels—a mass teacher at the grass roots.

That sort of accomplishment brings opportunity and obligation. That teaching job, on all concerned from the dealer to the boss back at the home office, is yours. That teaching job of economics and of the fallacies of something-for-nothing is yours. It's your type of problem.

You also have a self-preservation job to do in this connection, for planners tolerate no salesmen. People are very soon ordered, and not persuaded, in a planned economy—or in an economy where unions or government or anybody else has captured an unregulated monopoly of work and choice and movement and buying and selling.

The time to start is now—today.

For instance—remember I don't suggest or urge you to do it—but

just suppose you wanted to try your good-citizen wings on the labor law revisions? Suppose the thousands of you decided today to tell your dealers, distributors, and home plant folks your feelings—whatever they are—on this subject, just as you would tear into them all in the face of some competitive crisis in the commercial field.

Suppose you could get them to pay the same attention to you, give the problem the same quality and quantity of attention they would put on an equally important commercial crisis—and keep on with sustained quality and quantity of attention until the problem is solved.

You know what I think? I think there would—and could—be no bad labor law put on our books.

HERE'S WHAT GENERAL ELECTRIC HAS DONE ABOUT LABOR LEGISLATION:

1. Studied the Taft-Hartley Law (and decided it's a good law).
2. Urged its top management from foremen to top executives to study the law and form their own opinions.
3. Encouraged its 200,000 employees and the general public to consider the law unemotionally through an objective, 18-point questionnaire on its provisions. The ballot was distributed to company employees, inserted in papers as a paid ad, and widely reprinted.
4. Urged executives to write their individual views to Congress.
5. Asked for the opportunity to present General Electric's ideas at Congressional hearings.

DENVER—Through its hard-hitting educational program, the Denver Sales Executives Association is making sure that a continuous supply of alert, trained salespeople is readily available to the city's business.

The importance of this program is indicated by estimates that 30% of the local working population is in some form of distributive work.

An unusual feature of Denver's program is that the club invites to its regular meeting each month student representatives from each of the six public high schools and the parochial schools. The young people sit with the sales executives, talk with them, listen to the speaker of the evening. This program received wide publicity on March 21st, when Jane Sterling of the "Denver Post" interviewed the students on a half-hour broadcast over Station KOA.

"The Denver Plan" for promoting Selling As a Career started with a special dinner meeting for school principals and vocational counselors. The educators enthusiastically agreed to cooperate in the program, and club members have already visited high schools to talk about the advantages of a career in sales. The education committee has found a valuable ally in this program in Dr. Roy A. Hinderman, Assistant Superintendent in charge of Secondary Education in Denver.

To reach the more mature students, the club works closely with the University of Denver, where

THE KEY ROLE that the "no man's land of distribution" plays in a prosperous economy was stressed by luncheon speaker Arthur A. Hood at the Central Canada Sales Management Conference in Toronto. His formula to prevent recession: Increase advertising, intensify the sales effort, lower prices on inventories so they move, and negotiate salary and wage reductions only if really necessary. Mr. Hood, Vice President of Vance Publishing in Chicago, also spoke at Buffalo's recent conference. He is Program Chairman for the 1949 NFSE Convention (see page seven).

advanced courses in marketing, business management, and allied subjects are taught. It also cooperates with the Emily Griffith Opportunity School in its adult program. From these two institutions, literally thousands receive training in distributive work every year—and the impetus to choose a career in selling.

ATLANTA AND HOUSTON—An innovation in club cooperation took place March 11 when the Atlanta and the Houston clubs combined their meetings via telephone.

The hook-up was arranged by Walter McDowell of Southern Bell Telephone. NFSE Director Tom Asbury, who spoke at the Houston meeting, talked to his own club in



Atlanta about the projects of the two clubs. When Atlanta reported they expected to have 33 members at the Convention, Houston said they'd have 35! NFSE President Bob Whitney was the speaker in Atlanta.

EVANSVILLE—Top-flight executives in leading business and industrial organizations were the guests of honor at the Evansville club's recent Bosses Night meeting. Club members invited their presidents, directors and other key officials to attend. Designed to stimulate interest in club activities and inform general management of club objectives, the program featured a talk by Earl J. Hesseman, President of Inglehart Brothers, and a panel discussion.

NUMBER ONE SALESMAN. The Dallas Sales Executives Club awarded its first annual plaque honoring the outstanding salesman of the year to R. L. Thornton, Chairman of the Board of the Mercantile National Bank. Club President Frank Heller made the presentation at a testimonial dinner to the city's traveling salesmen. Over 600 sales executives and their sales forces heard Mr. Thornton, one-time candy salesman, praise selling as "the lifeblood of industry." To honor salesmanship's role in the growth of Dallas, Mayor J. R. Temple, a past president of the club, proclaimed the week of the rally as "Salesman's Week in Dallas."



Gentlemen:

In the March issue of the NFSE News you ran a spread, "The Responsibilities of Sales Executives."

One "department" that doesn't appear on the time table which shows how the sales manager's days and nights are consumed is Complaints and Trouble-Shooting. This item is one that I am sure is not confined just to sales management in the publishing business, but could be applied to all industries and services.

I don't believe this category is an exception in my life, but certainly I put somewhere between 5% and 10% of my time against this category. I'll bet you would find the same thing true with other publications as well as other forms of advertising media, and it must be true in the insurance business, the steel business and others.

Incidentally, will you put me on the list so I receive the NFSE News regularly?

Cordially yours,

A. R. LEINIGER, V.P.
Parents' Institute, Inc.
New York City

ANNOUNCEMENT

NFSE members, particularly those who found valuable help in "How To Do Business Under the Marshall Plan," will be interested in an INSTITUTE ON ECA headed by the author, attorney E. K. Gubin.

At the Institute, for the first time members of the Economic Cooperation Administration and business leaders will sit down together with representatives of foreign governments to discuss mutual problems in making the Marshall Plan work.

ECA Administrator Paul Hoffman will address the opening meeting. Discussion leaders will be other top ECA staff members and representatives of countries receiving ECA aid. The practical aspects of ECA will be stressed.

The Institute, sponsored by The American University in cooperation with ECA, will be held in Washington April 4 - April 10.

Information and enrollment blanks may be obtained from the Director of the Institute, E. K. Gubin, 740 11th St., N.W., Washington, D.C.

Planning for Profit

COMPENSATION

Last month, through NFSE News, a new 72-page book, *Training Salesmen*, was offered free to NFSE members. The requests for this book are so heavy that NFSE is now offering members another report by the Policyholders Bureau of the Metropolitan Life Insurance Company, *Designing a Plan for Compensating Salesmen*.

Before distributing the book, headquarters asked fifty typical NFSE members to read it and decide if it would be of value to them and to their organizations. In answer to this request a large office equipment company wrote "I vote a strong Yes!" Another executive said "I should think this booklet would answer many aspects of a problem perplexing many sales managers."

Designing a Plan for Compensating Salesmen is divided into four sections. The first section contains a detailed report on the personnel responsible for designing compensation plans. It points out that in large companies compensation plans are usually drawn up by a committee, while in smaller organizations the job is frequently given to or assumed by an individual. It is just such sales managers of smaller companies who will benefit most from this book, for it outlines each step in successfully working out a satisfactory compensation plan.

Section II of the report discusses the four basic methods of compensating salesmen: straight salary, straight commission, salary-plus, and commission-plus. Each of the four methods is explained in detail, with its advantages and disadvantages.

Section III shows the executive how to tailor a plan to his own organization, how to test the plan, how to present it to top management for approval, and how to sell the salesmen on the plan.

Section IV reports on nine selected cases illustrating practices and experiences of specific companies.

The 60-page report, *Designing a*

Plan for Compensating Salesmen, is available at no charge to NFSE members. Your request should be addressed to NFSE Headquarters, Hotel Shelton, Lexington Ave. and 49th St., New York 17, N. Y.

AUTO EXPENSES

One of the important responsibilities of sales executives is formulating their company's policy on salesmen's automobile expenses.

Every sales manager knows that his relationship with his sales force is vitally affected by whether or not this policy is a fair one.

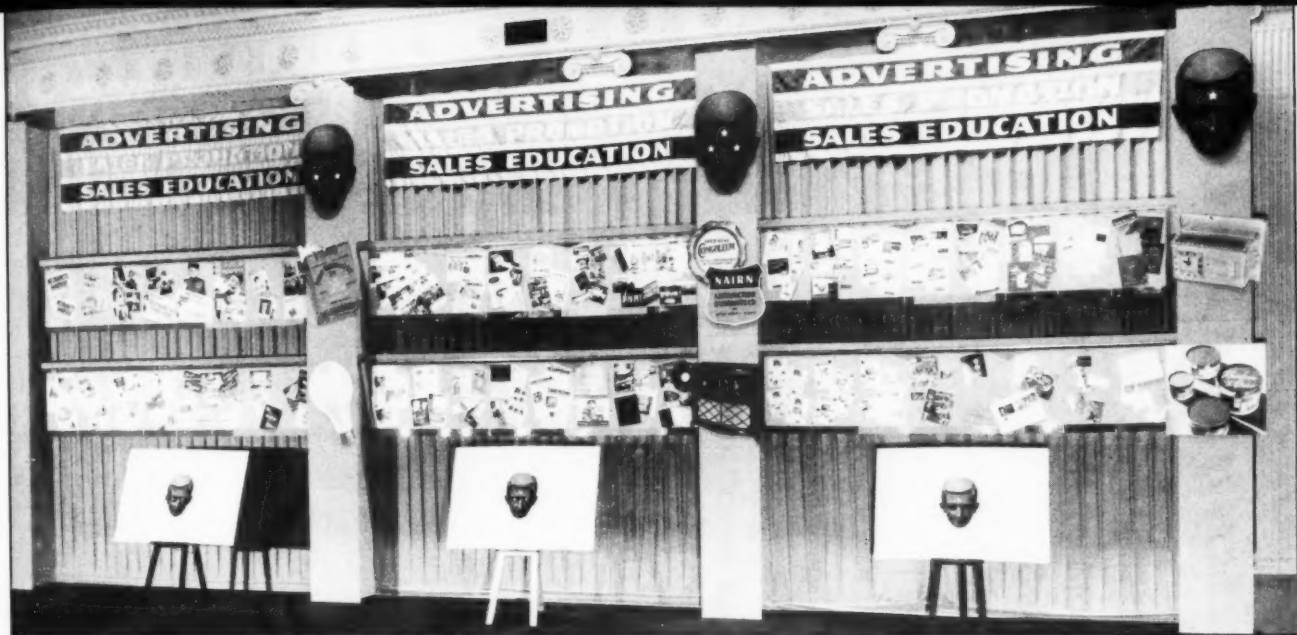
Now NFSE members can check their own automobile expense policy against those of companies comparable in size and type. The Rochester Sales Executives Club, through its Sales Research Committee, has compiled a report on *Salesmen's Automobile Expenses* based on actual practices of concerns in that city.

The 32-page report summarizes information obtained from questionnaires sent to 154 companies with membership in the Rochester club. 91 firms, or 59%, responded. They represent a reliable cross-section of Rochester companies, and include manufacturers, manufacturer's agents, wholesalers, retailers, communications and utilities, and others.

Two questionnaires, together with a letter explaining the purpose of the study, were sent to each company. One questionnaire covered company-owned cars, the other salesman-owned cars.

The plans of a number of companies are given in detail. Policies in regard to allowance rates, car replacement, and fixed charges are included. The companies' comments as to their satisfaction with their plans should prove particularly valuable to sales executives re-examining their own policies.

Copies of *Salesmen's Automobile Expenses*, selling for \$1.00, may be obtained by writing the Sales Executives Club, 55 St. Paul St., Rochester 4, N. Y., Att: William A. Burdick.



THESE EXHIBITS WILL BE USED by seven key executives who will explain how to integrate advertising, sales promotion, and sales education to produce maximum profit in each of the three basic divisions of selling.

Convention 1949

The final touches being put on the program of the 1949 NFSE Convention promise to make it the greatest in the Federation's history.

Under the general chairmanship of Hal Dotts, Jewel Tea vice-president, the Chicago Sales Executives Club is sparing no effort to insure that every NFSE member at The Stevens on May 23, 24, 25, will obtain practical ideas he can turn into dollars.

Each of the more than 40 experts already scheduled by program chairman Art Hood will give specific information on how sales managers can increase their company's profits.

The Sales Equipment Fair, which already gives every indication of being a sellout, will represent an innovation in Federation conventions. Since the war a tremendous amount has been done in developing sales aids which are proving to be potent weapons in the arsenal of any salesman. For the first time NFSE is gathering the most important and useful of these under one roof, for study by America's sales executives.

The problems of sales managing a

small business will be given special attention when a panel discusses selection, training, equipment, compensation, and supervision. Another distinguished panel will discuss methods of increasing sales through foreign trade, with emphasis on developing markets in England, Canada, Mexico, Europe, and Africa. Paul Hoffman, Economic Cooperation Administrator, will give a further insight into developing foreign markets when he discusses "Distribution in Tomorrow's World."

One of the most fascinating talks on the entire three-day program is promised under the title "Sales Management as It Looks to the Purchasing Agent," as told to the assembled sales managers by a purchasing agent.

Although this will be a working convention, the entertainment side will not be neglected. A special program has been laid out for the wives of members. And those who remember the cocktail party staged by Schenley Distillers at last year's convention will be pleased to learn that by popular request an encore has been arranged.



ERIC JOHNSTON'S address will be on "The Complete Sales Manager."



PAUL HOFFMAN, Economic Cooperation Administrator, banquet speaker.

WELL...we're waiting for YOU!

On this stage, in the giant ballroom of the Hotel Stevens, more than 40 top business executives and government leaders will show you tested selling ways to increase your sales this year!

MAIL YOUR RESERVATIONS TO HEADQUARTERS TODAY FOR THE 1949 NFSE CONVENTION AND SALES EQUIPMENT FAIR—THE STEVENS—CHICAGO—MAY 23, 24, 25.



TOTAL

Please enter for me the following reservations:

COMPLETE PACKAGE REGISTRATION—includes all sessions, 3 luncheons, banquet, cocktail party, Milwaukee supper—\$45.00 to NFSE Members \$50.00 to non-members

Registration(s) for all 6 Morning and Afternoon Sessions Only —\$25.00

Monday (May 23) Morning Session Ticket(s)—\$5.00

Monday (May 23) Luncheon Ticket(s)—\$6.50

Monday (May 23) Afternoon Session Ticket(s)—\$5.00

Tuesday (May 24) Morning Session Ticket(s)—\$5.00

Tuesday (May 24) Luncheon Ticket(s)—\$6.50

Tuesday (May 24) Afternoon Session Ticket(s)—\$5.00

Wednesday (May 25) Morning Session Ticket(s) \$5.00

Wednesday (May 25) Luncheon Ticket(s)—\$6.50

Wednesday (May 25) Afternoon Session Ticket(s)—\$5.00

Wednesday (May 25) Banquet Ticket(s)—\$12.50

LADY'S COMPLETE REGISTRATION — includes registration, cocktail party, Milwaukee supper, banquet and special Ladies Events—\$15.00

LADY'S REGISTRATION ONLY—as above but without the banquet—\$5.00

Enclosed is my check for \$

HOTEL

Will make own housing arrangements.

Reservations already made through NFSE and confirmation received.

Please reserve for me at the STEVENS HOTEL

Arriving _____ AM _____ PM
Departing _____ AM _____ PM

Single _____ Double _____ Suite _____

To be shared with: _____

Name _____

Company _____

Address _____

City _____ Member of _____ Club _____

Non-member _____

NFSE Direct Member _____

Alard's Salesmen "Hit the Road" In Off Season Under This Pay Plan

Based on an interview by Elsa Gidlow with **HOWARD A. RITCHHART** • Alard of San Francisco

There's about \$200 a month expense money available to each Alard commission salesman, but only if he travels his territory. This system provides both incentive and control, and keeps salesmen in contact with prospects all year.

A salesman who is worth his salt does not need any prodding to go out and get business when the market is receptive to his goods. But how can you assure steady contacting and servicing of customers and prospects during in-between periods? What manner of compensation will contribute the most incentive to this necessary end?

A sound business relationship with trade cannot be based on simply picking off the ripe or nearly-ripe orders. There must be a continuous cultivation process going on in the field if a company is to look forward to growth.

After Two Years . . .

The problem of how to achieve this continuous and forward-looking cultivation process is one that executives of Alard of San Francisco have carefully studied during their brief two years of operation. They have made quite a few experiments in compensation of their field men to find out what will give the best results. They believe now that they have hit upon a method that serves them perfectly: a policy of straight commission combined with a guarantee contingent on the salesman traveling.

Alard of San Francisco makes men's sport shirts. The company came into being about the time when shirts were hard to sell—or anything else in the clothing line for that matter. Partners in the enterprise, Howard A. Ritchhart and A. J. Bauer (segments of whose first names add up to their trade name, Alard), immediately recognized that to sell they must go on a service basis. They worked out their policy, but had no illusions about it succeeding unless they had the assurance of its steady application by their men in the field. During two years of experimentation they have run the gamut of compensation plans in an effort to win this steady application rather

than the seasonal peak-and-valley performance which the clothing business makes all too likely.

"For one plan in particular," says Mr. Ritchhart, in charge of sales, "we had high hopes. It was a sort of honor system. We established for the men bank accounts on which they could draw weekly up to an agreed amount. However, we didn't stand over them to make sure they drew only that amount in a given week. If they overdrew one week it was understood it would be made up over a period of time. The idea was that in a given time, six months or a year, they would not draw more than a certain guaranteed amount. They were

on straight commission and what they drew was against their commission earnings. We are sorry to report that it did not work. Within six months we were aware that it was getting out of hand. We discontinued it."

The main flaw in that method, Mr. Ritchhart points out, was that it provided no incentive to work if a man believed the market to be unreceptive or only moderately receptive to his goods. There was a tendency to slack off during these periods. The company was paying a straight commission, about 7%, and if a man did not feel certain of earning what he spent in travel *during that trip*, his inclination was not to travel, not to see customers mainly to give them service.

"We know from experience," Mr. Ritchhart points out, "that, even during lulls, the salesman who calls on his trade will get his share of business in competition with the salesman who doesn't call. He's building for tomorrow at the same time."



"Could I borrow a ton of sugar?"

To provide both incentive and control, both of which were lacking over the long stretch in the bank account and other plans tried, Alard devised its "guarantee-contingent-on-travel" plan.

Under the plan, the salesman's way on the road is paid, not on the expense account or drawing account system, but with a given amount. Alard has determined that it costs each man about \$200 a month to travel his territory. The man knows he has that much money available—but only if he travels and contacts

his customers. The company pays about 7% commission. If a man, for example, sold \$10,000 worth of goods a month at 7%, this would give him an income of \$700. Deduct the \$200 it costs him to travel and he has \$500 left. So Alard pays him (in addition to his \$200) 5% commission on business obtained up to \$10,000.

The difference, of course, is mainly psychological—but it works. The salesman no longer feels that he is using his own money for travel—and perhaps getting no return. Having accepted the travel money,

and the obligation to cover the territory, he does not feel that he is being forced to do something he doesn't want to do, or that is contrary to his judgment. There isn't the ill-will that can arise if a salesman is on straight commission and his sales manager simply insists that he go here or there to give service. What is very important, if a good man is out covering his territory, is the continual challenge to sell and both the incentive and the opportunity to earn for himself more than his expenses. Yet, if the call actually is without immediate result in business, he has lost only his time, which he might have been spending unprofitably at a movie or a ball game.

The Closest Yet

"This plan," Mr. Ritchhart says, "has been in effect on a tryout basis for the past three months, with four of our salesmen, and it has proved to be the most satisfactory step we have taken to solve our compensation problem. It comes closest to what we have been looking for, a method of compensation that provides a controlled sales policy, is fair to the men, and still gives them an incentive to work steadily and consistently and, above all, one that will keep them in the habit of thinking of their customers as people to whom they give service, rather than from whom they obtain orders."

Although the plan is satisfactory, the Alard partners don't intend to stop there or to be smug about not having room for improvement. Compensation, they believe, not only the amount but the manner in which it is made available, is central to many of the most crucial problems and challenges before sales management right now. They believe that incentive should be carefully considered, not from the point of view of how management can get the "mostest for the leastest," but with the sincere intention of making for good and lasting relationship between the dealers who have goods to sell and the men who do the selling. As Mr. Ritchhart sees it, a company has the obligation to give more to the man who makes more for the firm without consequent increase in overhead.

"Suppose," Mr. Ritchhart points out, "that 10 salesmen sold \$10,000 worth of goods a month for a given company. That would provide a \$100,000-a-month volume. If the overhead is roughly 10% on the \$100,000 and the company is earning a fair profit with that amount of business, \$50,000 more a month is going to build up the profit structure a lot faster with no increase in over-



Profits are Prolific, too .. when WTAR sells the Norfolk Metropolitan Market for you

Most of the folks in Norfolk, Portsmouth, and Newport News, Virginia, listen most of the time to WTAR.

Hooper says WTAR's Share of Audience was 44.2 on weekday mornings, and 47.0 weekday afternoons. Sunday afternoon was 31.8 and daytime Saturday 31.0. In the evenings 50.2. Closest competition was never more than 22.4. (Station Audience Index—January-February, 1949.)

Mate the mighty potential of the Norfolk Metropolitan Market with WTAR's listener preference. Check the cost per listener. Easy to see why WTAR makes sales soar and profits more so. May we tell you more?

5,000 WATTS
DAY AND NIGHT



N.B.C. AFFILIATE

Nationally Represented by EDWARD PETRY & CO.

head. Therefore, if the 10 men who each were bringing in \$10,000 a month can be encouraged to bring in \$15,000 a month, I would say the company cannot only afford to give that man a higher commission on the extra \$5,000 worth of business, but it should give it to him."

The one danger to be guarded against when the extra incentive is offered, is that to earn bigger incomes in a given space of time a salesman may shove goods into a dealer's store without due regard to the dealer's interest or ability to move the goods. "But that's why we have sales managers—to see that salesmen sell and service according to sales policies which, it goes without saying, must be policies that are healthy for the dealers as well as for the companies and their salesmen."

The sales manager, Mr. Ritchhart points out, must know the salesman's customers as well as the salesman knows them so that he can advise, if need be, when and where calls would be most advantageous.



Sales Come Easier When Prospects "See It"

This Lucite clear plastic frame displays and demonstrates the "5-Way Binding Post" made by Superior Electric Co., Bristol, Conn.

Main body of the display is sheet Lucite, formed to give a substantial base and an upright face. Behind the face, fastened with rosettes, is the placard describing uses of the binding posts. Beneath the placard are five sets of binding posts, illustrating each of the methods of connection. At the bottom is a pocket for sales literature.

TOTAL DISPLAY LINAGE Up 74% Since 1939*

Why? Because the Courier-Express concentrates on the families with greater incomes to spend.

Your dollar buys *MORE* space...
MORE insertions in the Courier-Express
...*MORE* impact on the customers with
the money to *BUY* your product.

* Competition's Gain 54%



Leading Industries
Throughout the Nation
prefer

VICTOR

16mm SOUND MOVIE PROJECTORS

Industrial pace-setters, like United States Gypsum Company, make Victor and 16mm sound films a prominent part of their progressive sales and training programs.

Select a Victor to meet your specific business requirements. Acquaint yourself with Victor value and versatility by writing today for your Victor Industrial Booklet.

Victor Animatograph Corporation

A DIVISION OF CURTISS-WRIGHT CORPORATION
Dept. BW-20 — Home Office and Factory: Davenport, Iowa
New York • Chicago • Distributors Throughout the World



The Industry's Salesman-----

*Mightiest Sales Force
Man or Magazine
in the Building Products Field*

First choice of top-rated dealers
as proved by independent surveys.
Largest circulation. Most advertising.

**American Lumberman
& Building Products Merchandiser**
139 N. CLARK ST., CHICAGO 2



JESSIE'S NOTEBOOK Rings

17,000,000

Door Bells Each Week

at

\$.00015 per ring

(15 thousandths of a cent)

**Housewives respond
promptly to those rings**

And they respond quickly (and, of course, economically) to the ringing messages that Jessie DeBoth brings them on what products to buy and how to use them.

JESSIE'S Notebook
by JESSIE DE BOTH

The only Specialized Food and Household
Product Column written by a Specialist.

420 Lexington Avenue 5 No. Wabash Avenue
New York 17, N. Y. Chicago 2, Illinois
Lexington 2-1434 Financial 6-1051



"Yes, We Need to Buy... But"

BY KARL F. KIRCHHOFFER

Vice-President, George Scherr Co., Inc.

Many a sale is stymied by this stalling. Is there a sound basis for this air of uncertainty, irresolution and trepidation? A shirt sleeves sales manager doesn't think so and cites chapter and verse to clinch his point at this time.

I am a sales manager. I sell machine tools and measuring instruments.

As a working sales manager, not the swivel chair variety, but one who is out in the field three days a week, I find many plants that urgently need new equipment. Their present antiquated tools are shaking to pieces, and have long since been written off. Yet, this is what the plant superintendents tell me, "Sure, we need a new lathe, we need three new lathes, but management won't sanction it . . . management is holding back."

Air of Uncertainty

Wherever you try to make a sale today, you find an air of uncertainty, irresolution, trepidation. Everybody's holding back. The purse strings are pulled tight. That is the trend today. If this condition continues and spreads more widely, business is inviting a major depression, one that might well knock the late unlamented one into a cocked hat.

Let's get down to concrete facts. My three days on the road bring me into the Nation's largest and smallest plants. If I had a dollar for every order that is pending, I could take a nice vacation in Bermuda on the proceeds. Despite all the Government surplus which has been distributed, there are plants everywhere that need new tools. But they are not being bought. Before November it was, "Wait until after the election." Before Christmas it was, "Wait until after New Year's." And still the people who need new machine tools are not buying.

The shop superintendent of a nationally known airplane factory has petitioned continually the powers that be for a certain measuring machine which he has proven will increase his efficiency and reduce rejections. The instrument costs over \$2,000. Management will not give him the okay to buy.

Another small shop owner needs a couple of new lathes to replace old equipment. Now, although the boss knows that he'll produce faster and more economically with the newest type machine tools his answer is, "We're not quite ready yet."

There's another firm that has needed a measuring instrument for years. During the War, the purchasing agent tells me, he was buying at the rate of a million dollars a month. That's a fair size business. Yet, the number one man will not approve the purchase of the equipment, although he knows how much it will improve plant efficiency.

Another smaller shop man, struggling along with rattling old tools, has assured the writer of an order, "just as soon as that sub-contract I am expecting comes through, I shall give you that order."

Here's a Case Story

There is an aircraft sub-contractor who is having considerable trouble with gears. The difficulty could be overcome by the installation of a gear tester costing less than \$150. But the chief says, "We are not now investing a single penny in capital equipment."

I could cite many examples, and so can any salesman who finds it difficult today to close sales. Now it isn't that these organizations don't have the money. Most of them are well fixed financially. It is simply that a state of indecision, of uncertainty, of holding back, of refusing to move forward, has gripped American business. Unless something is done about it, unless this attitude changes, that self-same feeling is going to permeate right down through the ranks to the man on the streets. And when the little fellow stops buying, we're in for trouble. There's lots of evidence that it may already have reached him.

The National Machine Tool Builders Association, Cleveland, recently issued a revealing leaflet titled,

"The World's Best Investment." It points out with actual case histories that machine tools, new up-to-date machine tools, provide one of the finest investments in the world. With figures which cannot lie, it tells how quickly the latest engine lathe, for example, pays for itself in direct labor savings, in set-up time savings, in tool savings, in reduction or elimination of rejections, in a better product manufactured more economically. It proves beyond the shadow of a doubt that the man who delays, hesitates, puts off his purchase of new tools he really needs, is harming himself and his business. It is costing him heavy money to operate with old equipment that is ready for the scrap pile.

Have Positive Attitude

This trend, this procrastination, must be reversed. Our attitude must become positive instead of negative. Certainly, as a businessman myself, I know that management men have a lot to grumble about. Maybe the election didn't go the way they expected it to go. Maybe they don't like labor's gains. Maybe costs and taxes are too high. Yes, these things exist—but negative thinking will not change them.

Purchase Now

SALES MANAGEMENT is read by thousands of presidents of companies and by many thousands of other executives, men whose decisions are vital to the well-being of our economy. Will you do this now? Right now, today, at once, review those requests for new equipment that have come to you from the boys in the shop. Pick out those you really need, that will benefit you, disregarding completely the "not buying a thing" policy. Then sign those purchase orders and get them in the mail. By doing so, you will do tremendous good for your own business, first by installing the modern equipment that will help you to manufacture more economically; second, by benefitting from the orders you will receive from other executives who are going to act as you are.

I regret to say that, unconsciously, I have found myself assuming this stalling attitude. I, like many people I talk with in my wanderings about the country, have been procrastinating, conserving, delaying—for I know not what. For some months I have wanted to buy myself two new suits . . . don't need them one hundred percent, could make the old ones last another year . . . but I, for one, am going to do my share to assume a positive instead of a nega-

tive attitude. I am going to the bank, draw out some cash and buy those two suits. Let's all do it, let's all act. Go out and buy a new machine for your business, new shoes for yourself, a new hat for the wife, a new radio for the house. In other words, I say it's time for each one of us to quit stalling whether it's buying things for our business or items for our own personal needs and enjoyment.

Early one Saturday morning I drove to the main street in our town to do the week-end shopping. The store usually is crowded at that hour.


The meat counter was deserted. The butcher shook his head glumly, "They've stopped eating." Charley at the liquor store where I stopped to get my weekly fifth, muttered, "They've stopped drinking." The candy store man moaned, "It's even hit the kids. Six months ago they were spending quarters, now it's dimes."

We don't want another depression. The last one was no fun. It hits us all. So let's all get together, stop hesitating, stop dawdling, stop stalling. Get out and buy what you need.

INDUSTRIAL BUREAU

Strengthens

Worcester's Stability





Worcester's prominence on the nation's industrial map strongly influences the stability of Worcester as a major market. Of increasing importance to Worcester's industries is the aggressive program of the Industrial Bureau of the Chamber of Commerce. At present this includes a unique selling and trade promotion tour through Latin America by one of its well qualified trade consultants, to expand the markets for the products of Worcester industries.

In spite of a general decline nationally, Worcester's more than 750 diversified industries continue to prosper, with a \$12,000,000 expansion program now in progress.

Advertisers anxious to increase sales to this stable Central New England Market find the Worcester Telegram-Gazette excellent sales ambassadors. Daily circulation in excess of 140,000. Sunday over 100,000.

Source: *Survey by Associated Industries of Massachusetts

The TELEGRAM-GAZETTE

WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

How Well Do Ads Do Their Jobs?

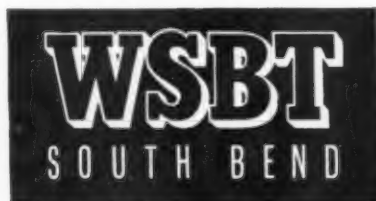
To find out, the Cleveland Advertising Club invites local and national advertisers to submit their campaigns—and proof that they attained specific objectives. A follow-up clinic will thoroughly dissect each one of the prize winners.

Advertising Performance Awards for advertising which has proven itself is the new annual project just

announced by the Cleveland Advertising Club, through its president Grant Stone.

SURE,
some Chicago stations
can "reach" South Bend
...but the audience
LISTENS
to WSBT!

You want listeners, not merely signal strength, for your radio dollars. Listeners are what you get on WSBT. This station is the overwhelming choice of listeners in the South Bend market. No other station—Chicago, local, or elsewhere—even comes close in Share of Audience. Want proof? See Hooper.



5000 WATTS • 960 KC • CBS

PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

The plan, which is copyrighted, will give awards under various classifications where proof of the effectiveness of a given campaign can be shown. Thus, the mere appearance or cleverness of advertisements will not be a factor.

The project lists three objectives: To stimulate interest in, and advance standards of, advertising as related to specific results; to create a better understanding of advertising's function as related to business and sales development; and to make possible the presentation of advertising's performance to the business management.

Wilmer H. Cordes, manager of the market development and advertising division of the American Steel & Wire Co., Cleveland, headed a committee of 25 which spent two years in developing the project. In explaining it to the press, he stated repeatedly that the project is not a contest.

Measure Degree of Success

While it quite obviously is, Cordes explained that it is not in the sense that one exhibit will be compared with another. Instead, the degree of success in reaching its goal is measured. Thus, small budget advertising campaigns are on an equal footing with more expensive ones.

For this reason, the specific objectives of the campaign must be stated. Supporting exhibits must be included. Evidence of results must accompany the exhibits. These must be supplied by statements or letters written by superior executives of the company for which the advertising was written.

Cordes says that the objective may be any worthwhile goal. He lists sales increase, larger dealer organization, introduction of a new product to an old accepted line, a program of re-vitalizing jobber and dealer organizations, one to strengthen the company's position in a competitive market, a program to open up a new retail market, a service promotion, etc., as examples of entries which would be accepted.

The Cleveland project limits entries for this year to advertising used during 1948. Entries have to be submitted by midnight, May 15, 1949. Only advertising which has been planned and produced in Cleveland can be entered.

In the national advertising classification, there will be awards for direct mail, business papers, consumer magazines, newspapers, radio or television,

outdoor, and streetcar cards. In direct mail, companies investing \$5,000 will compete with each other; those spending \$10,000 with each other, and so on to \$50,000. In business papers the range is from \$10,000 to \$100,000. In all other classes the spread is from \$25,000 to \$1,000,000. In the local advertising classification, the spread is \$1,000 to \$10,000.

Shortly after May 15, the winners will be announced at a luncheon. Shortly after the luncheon there will be a clinic at which people may hear and discuss the policies and methods behind the winners.

Awards will be made in the form

of plaques which will be presented to the companies and merit certificates to individuals whose names appear on entry blanks as being responsible in whole or part for the entry.

Judges for this year will be Donald R. G. Cowan, a consulting economist in Cleveland; Howard Mark, advertising director of The Robert Simpson Co., Toronto; Dr. Kenneth Dameron, College of Commerce and Business Administration, Ohio State University; George S. McMillan, vice president, Bristol-Myers Co., New York; and Robert S. Wilson, vice president for sales, Goodyear Tire & Rubber Co., Akron, O.



Puppets Star at Sales Meeting

To dramatize the right—and wrong—ways to handle a sale, the Reardon Co., St. Louis, manufacturers of Bondex cement paint, put change of pace and humor into their sales convention with puppet skits. One act was built on costly boners that can be attributed to careless salesmen; a follow-up demonstrated the correct technique for dealing with retailers.

Idea for using the puppets was conceived by G. Gordon Hertslet of Oakleigh R. French & Associates, advertising agency for Reardon. The skits were staged by the Duerkob Puppeteers (Mr. and Mrs. Manfred E. Duerkob) who had just completed a sixteen-week engagement for weekly television shows over Station KSD-TV, St. Louis. In the photo: James A. Reardon (l.), chairman of the board, and David H. Reardon, (r.) president, The Reardon Co.



27 Letters that have produced Thousands of orders!

The best of the best! For three years we received thousands of outstanding direct mail pieces. They came from all over the nation sizzling with sales.

Now! 27 best letters are chosen from the thousands—27 mailing pieces that stand head and shoulders above the others—27 mailings you can adapt for immediate profit!

Here's what a few did for other firms:

- Retail letter brought 25% return
- Gadget letter produced 90% return
- Collection letter brought 100% return
- Mailing card pulled 243,719 leads, over \$5 million sales
- Heavy equipment letter brought 100 industrial replies

Here's How You Get the PACKET As a Gift!



The Packet is sent to you without charge with a one-month subscription to the DIRECT MAIL IDEA LIBRARY.

The Library is a living idea file. Each page is jam-packed with actual reproductions of successful mailings, campaigns, letters, order forms, inquiry forms. Each month a minimum of 16 11" x 17" pages are presented every word plain to read. Only PROFITABLE, SUCCESSFUL mailings are shown, together with the thinking behind them.

Build up a ready reference of direct mail ideas that have worked for others... that will work for you. Send for your copy containing money-making, contest-winning mailings today.

ONE MONTH Get Acquainted Offer!

**To: National Research Bureau,
Dept. M3, 415 N. Dearborn St.
Chicago 10, Ill.**

1. Send me as a gift, a copy of "Direct Mail Idea Packet."
2. Include the current monthly issue of "Direct Mail Idea Library."
3. I understand we will be invoiced for \$3.56 to cover the current monthly issue. We can cancel at any time after the first issue, or continue on a month-to-month basis.

Name
Title
Firm Name
Street Address
City
Zone
State

here's a
SURE-FIRE
favor!



Give an *Evans* Automatic
Lighter



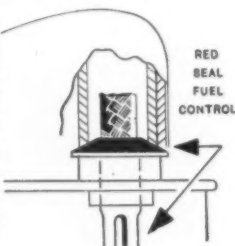
Evans Lighters are produced by the finest staff of lighter engineers and craftsmen in the nation.

bearing your company name, trade-mark or slogan. Frigidaire, Pepperell, and many other top-flight companies use Evans Lighters this way.



Surely, you have heard about Evans Lighter Red Seal Fuel Control? The greatest lighter improvement in years.

Evans Red Seal Fuel Control prevents fuel evaporation and flooding — assures faster lights, fewer fillings. Just one of seven great Evans Lighter features.



SEND US your trade-mark or slogan and probable quantities desired. Design sketch and price quotation will be sent without obligation. Send coupon now.

Evans
case co.

North Attleboro, Massachusetts

We might use.....Evans Lighters with our name or trade-mark thereon. Please send us sketches and prices without obligation as advertised.

Name

Firm Name

Address

Manual Gives Salesmen Finger-Tip Access to Prices

BY R. A. FERRAN

Executive Vice-President,
A. E. MacAdam & Co., Inc.

There are thousands of products in this distributor's line. MacAdam groups its products and their prices into natural market classes so that salesmen no longer thumb dozens of pages to sell a related line to a single customer.

Our company, A. E. MacAdam & Co., Brooklyn, N. Y., is a large distributor of paper, twine and allied materials, running to thousands of items in hundreds of categories. We have recently adopted a new price-book for salesmen, which has already proved its value. It saves the time of both salesman and customer—and increases the size of orders.

The principal innovation is in the arrangement of lists of products. Selling thousands of items, in many sizes and varieties, our salesmen must refer to their books many times during an average call. Under the arrangement the book formerly had, all items were alphabetized. Thus, if a salesman called on a confectioner, he might first quote prices for paper plates under "p"; then, if asked to quote on bags, he would turn forward to "b"; then to the back of the book for spoons under "s"; then to the "d" section for doilies, and "n" for napkins, leafing through dozens of items not used by confectioners.

New System

Under the present arrangement, items are listed under market classifications, such as bakers, confectioners, industrial, gift, hardware, resale, maintenance, and miscellaneous. Under this system, when the salesman calls on a confectioner, a baker, a stationer, and so on, he has close together all the products the customer is likely to want. In addition to quoting prices as requested, he can suggest other products which might have been overlooked, but which are ordered if brought to mind. The system saves wear and tear on books, as well as the time of customer and salesman.

The products are listed under any name by which they might be sought, and cross-referenced. Many

appear under both the general name and trade names. Paper plates, for example, are listed under *plates* and under trade names, such as Chinet.

The second section, titled "Information," contains, chiefly in tabular form, much of the information buyers need when ordering, but which would break up price sections and make them too long if given there. For example, here is the table of information on twine:

	Ft. per lb.	Breaking strength
2-ply	855	32 lbs.
3-ply	570	55 lbs.
4-ply	425	75 lbs.

By referring to this table, a salesman can say without hesitation that there are 570 feet in a pound of 3-ply twine, information a buyer is likely to want, but which no salesman should be expected to retain in his memory. Other typical questions might deal with the size of a one-pound glassine bag ($5\frac{3}{4} \times 7\frac{3}{4}$ inches) or the weight of a roll of paper of given size.

Immediately following the "Information" section is what we call the "Check List." It lists every item which might be sold to a confectioner or a restaurant, which is convenient, since these are important markets for MacAdam. Then comes "Industrial," a list of items sold to the industrial market. After that there are sections for markets represented by grocery and delicatessen stores, hardware, gift, stationery, drug, bakers, butchers, maintenance, hospitals, institutions. One important section, "Resale," is devoted to products sold to department, gift, hardware, drug and notion stores, for resale to consumers.

The category titled "Miscellaneous" is devoted to items everyone or

anyone might need, and to markets that buy only a few items, not enough to merit a special category. If a market becomes important, through buying in considerable volume, it is given a special section, but until that time it comes under "Miscellaneous."

Illustrations Are Helpful

MacAdam's price-list is the standard 8½ x 11 inches. The company mimeographs the pages for many items, but manufacturers of branded products usually supply their own price-sheets, often with accompanying illustrations. We have found that small illustrations can be of value because our salesmen cannot carry samples of all of the many products they sell. Illustrations are also useful in showing how to use certain products. Lily Tulip Cup Corp., Minnesota Mining & Mfg. Co. (Scotch Tape), Will & Baumer Candle Co. Inc., and others supply their own price pages.

The new price-books, made by Heinn Co., Milwaukee, have brown simulated leather covers and post-binding, which facilitates the quick changing of pages, far quicker than the ring-type binding formerly used. Transparent plastic index tabs are used to mark various sections of the book: index, information, categories for markets, etc. At first the classification appeared only on the front of the tab. Classifications are now typed on both front and back of the tab, to facilitate quicker use of the book. There are also a dozen or more blank pages in the front, for notations or any other special use the salesman might wish to make of them.

Office Work

A system inaugurated at MacAdam's 10 years ago, which has proved advantageous to all concerned, is that of changing prices for salesmen in the office, rather than requiring them to do this themselves. Salesmen who work out of the New York City office are in the habit of coming in each Friday. They turn their books over to my secretary who changes the pages for them. At one time, it was our custom to paste riders over prices which were changed, but this made the books unwieldy and untidy. Entire new pages are now supplied.

The system for making price changes is this: When a manufacturer notifies us that the price of his product has been changed, we make a memo in quadruple. One copy goes to the cost department, for figuring our new selling price for the item; another copy goes to the accounting department; a third goes to my secre-

tary for final checking, when she changes the pages in the price-books on Friday. I keep the fourth copy. As a rule, prices go into effect at the beginning of the following week. An exception is when the supply of a particular item has been exhausted; then the new change goes into effect as soon as new stocks are on hand.

Worth the Effort

Changing the pages of the price-book in our office takes considerable time, but it's worth while. Salesmen are busy men and they usually dislike detail work. When they were required to change their own pages, they postponed the job and let the pages accumulate at the back. Sometimes they would forget to check to see if there was a new price on a particular product, and they would sell at a loss. In these days of narrow margins, we cannot afford to sell that way.

The books of the 18 salesmen sell-

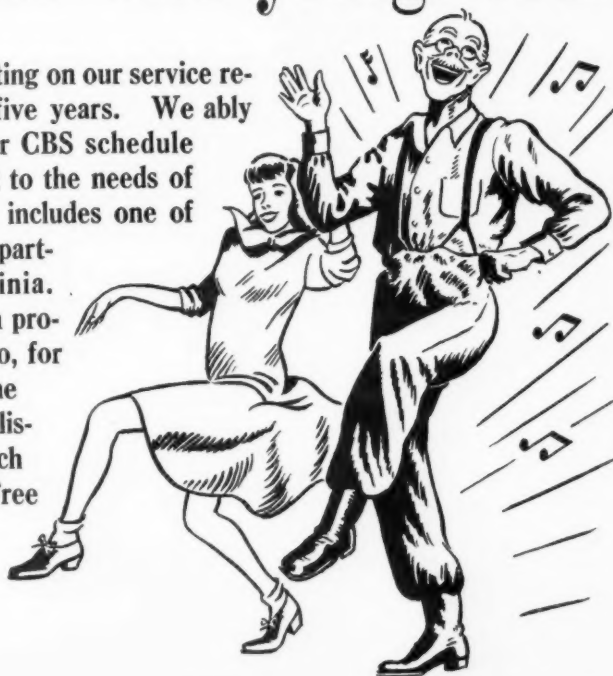
ing out of the New York City office, as well as those of the telephone order salesmen, and of several executives in our organization, are all brought up-to-date through the price-changing procedure each Friday. Several salesmen who do not come into New York City on Fridays change their own books, but there has been no difficulty with them in this respect, probably because out-of-town salesmen have fewer diversions and less resistance to clerical work in the evenings.

The new books cost the company slightly more than \$5 each. From present indications, the investment is a good one. In addition to the advantages listed above—saving of time, reminder selling—there is psychological value in the attractiveness of the book. Our salesmen take pride in it and are pleased to observe the reaction of customers to it. Some customers have expressed the intention of getting copies for members of their own sales staffs.

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION

old-timer with young ideas

We're not resting on our service record of twenty-five years. We ably complement our CBS schedule with shows built to the needs of our region; that includes one of the top news departments in Virginia. We're strong on promotion, too. So, for your share of the near billion our listeners spend each year—contact Free & Peters!



WDBJ

CBS • 5000 WATTS • 960 KC

Owned and Operated by the
TIMES-WORLD CORPORATION

ROANOKE, VA.

FREE & PETERS, INC., National Representatives





SCHOOL HOUSE for Remington Rand salesmen: Since last autumn, the firm has maintained training headquarters at Fishers Island Country Club, overlooking the Atlantic.

Remington Rand's Sales Campus Is Former Country Club

Fishers Island, N. Y., Country Club rings to the rhythm of students demonstrating their office machines as they absorb product knowledge and techniques of salesmanship in a quiet atmosphere ideal for work by day, play at night.

By midsummer, about 500 men will have been trained at the newly established Remington Rand school for salesmen at Fishers Island, New York. They will start selling careers in the company's Typewriter, Systems, Tabulating, and ABC—Adding, Bookkeeping, and Calculating Machines—Divisions.

The institute has been in operation since last September in quarters formerly occupied by the Fishers Island Country Club. Located a 45-minute ferry ride from New London, Conn., it has both natural beauty and healthful surroundings, plus freedom from distractions. Remington Rand had begun a sales training program for its various divisions even before the war ended, but centralization at Fishers Island has a number of obvious advantages, even though the courses are conducted independently, each having its own instructor.

The best modern teaching methods are used, combinations of lecture and

conference methods, with emphasis on both basic selling and on the operation and applications of the machines and systems. Visual aids are extensively employed. Courses range from two weeks' duration (Typewriters and Tabulating) to about a month (Systems and ABC). There is a campus atmosphere about the place. Students elect class officers, and there are graduating exercises, with diplomas.

From 60 to 70% of the trainees are college graduates, and the majority are also veterans. The 29 members of the ABC group trained in January, which is typical, included 23 veterans, 15 from the Army and eight from the Navy. They came from 19 of Remington's 168 sales offices, representing 16 states and the District of Columbia.

Before a group arrives at the Island for training, its members have been screened through aptitude and interest tests, interviews and study of

their personal histories. In most cases, they have spent from a few weeks to many months of indoctrination at the branches with which they will be associated. Those taking the ABC course must also have completed 34 practice exercises in the operation of the machines they will sell, and have received a grade of at least 85%. By the end of the course, they will have completed 500 such exercises.

Meet Mr. Smith

Let's see what happens to a hypothetical ABC Division student, whom we will call Smith. He comes to the Island for training. He arrives on a Sunday and is somewhat familiar with his surroundings by nine o'clock Monday, when he presents himself at the classroom. After the first day, classes will start at 8:30 and continue through 4:30.

Trainee Smith will find a notebook with his name on it on the desk which he is to occupy throughout the ensuing month. To break the ice, he and his fellow students are asked to sing "The Star Spangled Banner," followed by some well known college songs. Then, since the ability to remember names and faces is considered highly important in selling, he hears a talk on that subject by A. L. Bate-

man. Mr. Bateman's official title is National Director of Sales Education of the Adding-Bookkeeping-Calculating Machines Division. After the talk, the roll is called and each man present rises and gives his name, nickname and the branch from which he comes. After that there is a practice exercise through which the men test their ability to recall one another's names and faces, the first of many similar exercises. At the end of the first week there is an election of class officers.

Lots of Practice

Under Director Bateman and his assistants, P. J. Troxell and F. M. Noone, the men practice operating their machines, each man having one for his exclusive use at a specially constructed desk (another Remington Rand product). About 75% of their time is spent in such practice, and in demonstrating the machines as they would under actual selling conditions. Before the end of the term, each is required to put on a special demonstration with one of the instructors as the prospect, with round-table discussion and criticism by other members of the class. Typical criticisms might be: "Smith talked too fast . . . he didn't appear sufficiently familiar with the machine . . . he argued with the prospect. . . ."

Much of the men's instruction in basic selling principles is given through films. In addition to the R. C. Borden film, "How to Remember Names and Faces," these are shown: "Strategy in Selling," seven slide films, The Dartnell Corp.; "Firing Line Films," six sound slide films, R. C. Borden; "Selling America," five sound slide films and one motion picture, by Jam Handy Organization. Charts or papers used may be projected and magnified by the *Delinacscope*, a visual aid device made by Spencer Lens Co. The machine also permits the use of glass slides. The image projected may be as large as seven feet across.

Permanent Record

While a man is receiving his training, his record is being kept on a Remington Rand Kardex Visible record card, one of the kind which is a part of the company's "Systems," sold to business organizations. For its size, 8 x 5 inches, the card carries a great deal of information which becomes a part of a permanent employment record. It gives scores on the pre-employment tests, training school grades, and other special data. There is space for a photograph, and for the man's sales volume in ensuing years.

Systems, the other month-long course, is under the direction of Francis D. Whiting, director of personnel and sales training for that division. "Systems," as the name implies, refers to catalog binders and pages, card records, filing cabinets and

equipment, and, in short, the numerous and varied products Remington Rand sells, which enable business organizations to operate efficiently, but which do not fall into the business machine or typewriter category. The course combines lectures, review as-



HOW TO SELL THEMSELVES: Before settling down to the serious business of spending 75% of their time practicing on their machines (below), Remington Rand's students organize classes, hold regular campaigns and elect class officers (above).



CRITICAL AUDIENCE: Students in the Systems division (below) must stage demonstrations before fellow class members.



signments, seminars, home study, examinations, and visual aids.

Systems is designed to provide as many "recalls"—opportunities to repeat a given operation or technique—as possible. For example, something covered through demonstration might also be the subject of a film; its application might be a project assignment for a team of two men, as, let us say, in answering the request of a prospective customer, a company asking for recommendations for using the Graph-a-Matic signal system to con-

trol information on customers' buying habits. As incentives, there are awards for solving such problems. Prizes are likely to be measuring tapes, drafting boards, or other equipment which the men will need in their subsequent selling careers. Moreover, the men are kept on their toes through the method of assigning to each a demonstration of a given product which he will be called upon to present at some future time, without advance notice.

Three films specially produced for Remington Rand are shown to stu-

dents in this course: "Million Dollars A Day," which brings out the "day-after-fire" value of business records (black-and-white, sound); "Simplified Unit Invoice Accounting Plan," shortened to "SUIAP," a Caravel Films, Inc., film with sound and color, on a unique accounts receivable method; "It Must Be Somewhere!", a Wilding Picture Sales Corp. film with sound and color, on the inconvenience arising from the loss of an important paper. "Multi-Matic," a sound slide film in color, covers pen-written accounting for the small business house. For selling techniques, The Dartnell Corp. "Strategy in Selling" (seven slide film series) and the "Selling America" and "Names and Faces" series are used.

Other visual aids used in the Systems course include easels and flip-flop charts (sales presentations) and the Charles Beseler Co. Vu-graf projection machine which permits "remote control" drawing.

Executives Take Part

The Typewriter course is under H. E. Campbell, director of sales personnel and training. Participating as instructors are assistants D. P. Fitzpatrick, R. C. Cooper, A. R. Conroy, as well as R. D. Wolfe, director of development. It is a practice of the Typewriter Division to have most executives of the division take active part in the training program.

Training on typewriters follows the pattern of attitude, knowledge and skill. First efforts create the right attitude toward the customer, the way in which he is to be served, the company, the product and the profession of selling. Knowledge training is for understanding of product, its operations and applications. Great stress is laid on "Skill Development," with finesse being acquired through practice.

One of the important highlights of H. E. Campbell's two-week sessions with the Typewriter Sales Representatives is a public speaking class held nightly throughout the entire course. The objective of this highly specialized session is to assure that each man learns "to say it effectively." This includes not only public speaking for speaking's sake, but also to add to the representative's confidence and poise before individuals and small groups in customers' offices.

Included in this phase of training is the qualification that each man become proficient in the breakdown and re-assembly of Remington Rand typewriters. It is especially important for him to be mechanically familiar with new developments, such as the re-



WBNS CELEBRATES 25TH YEAR

It has been a festive occasion here in Central Ohio as WBNS chalked up its twenty-fifth year of service to the community. During this twenty-five years WBNS has built the most loyal listening audience in Central Ohio. An audience that depends upon this station for news, entertainment and educational features.

RUSS CANTER HEADS WBNS OLD TIMERS

Chief Announcer Russ Canter and eighteen other staff members, each having service records of 15 years and more, are as much a part of WBNS as the transmitter itself. They have helped to build the firm foundation of WBNS success in Central Ohio.



SIX ADVERTISERS USE WBNS FOR STRAIGHT 22 YEARS—

Andrus-Scofield, Budd & Co., Capital City Products Co., Carille Furniture Co., Rogers Jewelers, United Woolen Mills . . . six advertisers who took their first step into the medium of radio on WBNS . . . and have been here continuously ever since. They will tell you how WBNS gets sales results in Central Ohio.



COVERS
CENTRAL OHIO

IN COLUMBUS IT'S

WBNS

POWER 5000 D-1000 • N CBS

ASK JOHN BLAIR



ON THEIR FEET: There's plenty of "how to do it" material in Remington's training.

cently introduced All-Purpose Remington Electric DeLuxe Typewriter.

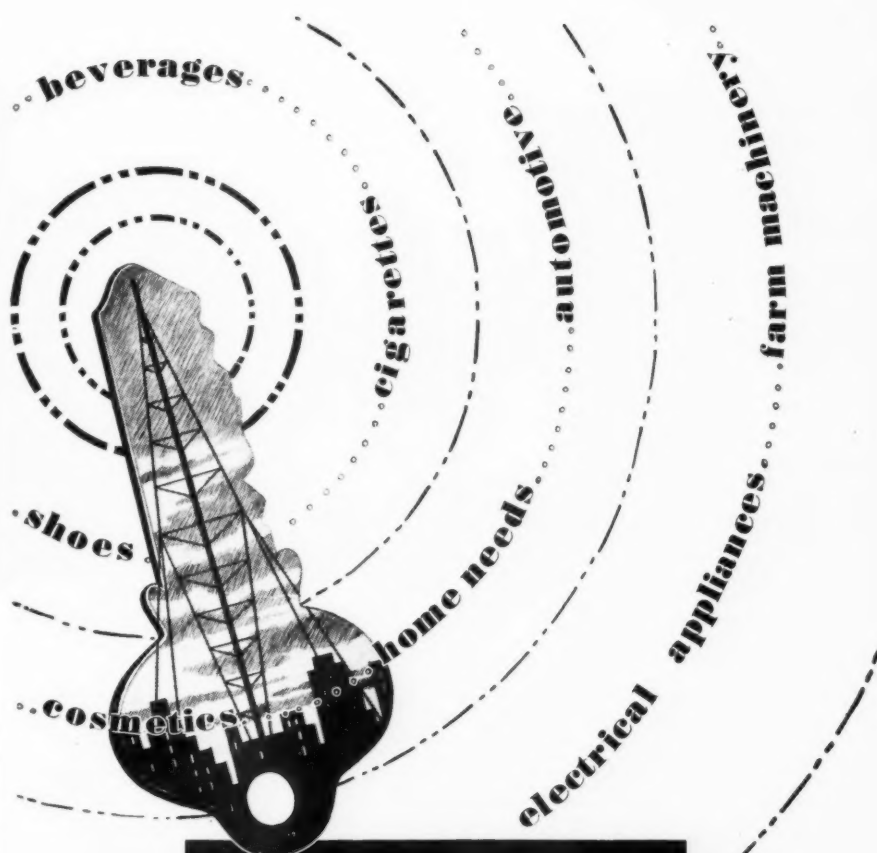
Another two-week course is that of the Tabulating Division. Unlike the others, this is a refresher course, and those who take it have been with the company for varying periods. The course is divided into two one-week sessions, one week devoted to specialized applications with various vocational sales managers of the division handling the course, while the second week is in the nature of advanced training on new product developments, with instructions by J. A. Zentgraf, director of commercial research and his staff. The machines sold through this department are comparatively high-priced and complex, and the salesmen require intensive training.

Special Handling

Typical of the machines is the Model 3 Alphabetical Tabulator, the price of which is \$25,000. Many firms rent these. The demonstration of one part alone, a universal automatic carriage or an automatic paper feeder, is a procedure for which special spotlight illumination is necessary, with the part resting on a special stand so the men may study its mechanism in detail. In this course, lantern slides and slide films are used.

The Institute is equipped to house upwards of 100 students. The manager is Harry L. Muse, formerly assistant controller and chief accounting officer of Remington Rand's war plant in Elmira. In the summer, the property will be leased by the Fishers Island Country Club, which formerly operated it. The sales training courses will be resumed in September.

APRIL 1, 1949



WSM

NASHVILLE

THE KEY TO DEALER ACCEPTANCE

Start out from Nashville in any direction. Stop at stores of all kinds anywhere along the line, for hundreds of miles along the radius. Check the inventories against the list of WSM sponsors, and the over-the-counter movement of WSM-advertised goods. That will tell you the story of this station that helps sell to, and then helps sell for merchants who serve millions of Central Southerners.

The merchants know why, too.

Implicit confidence, based on 23 years of experience, in every word that is uttered over our 50,000 watt, clear-channel signal.

WSM

HARRY STONE, Gen. Mgr. • IRVING WAUGH, Com. Mgr. • EDWARD PETRY & CO., National Rep.
50,000 WATTS • CLEAR CHANNEL • 650 KILOCYCLES • NBC AFFILIATE

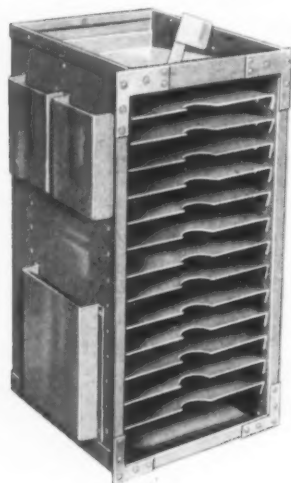
Marketing Conference Discusses Prices, Training & Incentives

Bread and butter problems of the normal competitive market came in for a thorough airing at the marketing conference of the American Management Association meeting.

THIS NEW ...

LITERATURE SAVER

**LETS YOUR SALESMEN
REALLY USE YOUR LITERATURE!**



- ★ Easily carried in back of salesman's car, putting all literature at his fingertips.
- ★ Eliminates loss by damage, dirt, and careless handling. All pieces are neatly arranged, for immediate use. No shuffling or hunting.
- ★ Solid aluminum throughout — light, sturdy and handsome.
- ★ Shelves are set at slight angle to prevent spilling, plus generous pockets on each side for small folders and odd-sized pieces.
- ★ Many companies use the LITERATURE SAVER in the office, as an inexpensive way to store folders, catalogs, etc. Invaluable to mailing departments, where literature must be assembled before mailing.
- ★ Has removable aluminum door (removed in illustration to show shelves). Unit is 20" high, 11 1/4" wide and 11 1/2" deep and weighs only 10 1/2 lbs. Larger size, 24" high, also available.

Now you can get the full benefit from the money you invest in literature—because the LITERATURE SAVER makes it easy for your salesmen and others to actually USE this material. Write us for complete information on this new sales tool—or better yet, order several today! The price is only \$17.50 for the large 20" high model, or \$19.50 for the extra-large 24" model, F.O.B. Columbus,

SALES AID CO.

205 EAST TOWN ST., COLUMBUS 15, O.

It will be within the field of pricing that many firms will be facing some of their knottiest problems within coming months. Dr. Joel P. Dean, Professor, Business Economics, School of Business, Columbia University, emphasized in his talk given before the Conference on Marketing of the American Management Association held at the Hotel Statler, New York City, March 17-18. He pointed out that while most well managed manufacturing enterprises have a clear cut advertising policy, customer policy and distribution channel policy, the existence of a policy approach to pricing is comparatively rare.

All too often, he maintained, price becomes a top management problem only (1) at the birth of a new product, or (2) at the time of some dramatic change in economic conditions, or (3) at the time that disastrous results in market position, sales volume or profit force some action.

Research Needed

Dr. Dean advanced the idea that a pricing policy, a set of guiding principles and rules, can make individual pricing decisions less painful and more consistent. But whether it makes decisions more profitable depends on how good the price policy itself is, Dr. Dean warned. He prophesized that as competition becomes keener there will be a growing recognition of the potentialities of a research approach to pricing — an approach which accents a firm's particular competitive environment.

How early and continued preparation served to provide a cushion for the return of the competitive market for his firm was explained by Kenneth R. Beardslee, vice president in charge of sales, Carboloy Co., Detroit. According to Mr. Beardslee, the Carboloy Co. anticipated a drop in demand for its products despite the fact that plant after plant was introduced to Carboloy during the war. To assist in getting broader coverage for Carboloy products, the firm embarked on a distributor program as early as 1944

—at a time when there was the smallest need for distribution. As a result, during the next few years, 65 industrial supply houses, with over 1,000 salesmen operating from stores in 87 industrial areas were franchised to handle the line. This increased distribution counted in keeping up sales volume when war demands receded.

In addition, the company expanded its customer training facilities in the Detroit plant to include new distributor salesmen. Attendance at this five-day school was a requirement for all key salesmen before Carboloy granted or renewed franchises. Emphasis in this course was primarily on the technical phases of selling carbides. All men attending the course actually brazed tools, ground them and applied them on machines. Then to follow up such technical training the firm's own distributor contact men were given special training in presenting technical meetings at each distributor's home office.

Telephone Technique

Mr. Beardslee told the Conference that to further revitalize the sales techniques the company offered a special "Marketing Course" to its distributors as a five-day refresher course.

The Carboloy training department, Mr. Beardslee said, has not overlooked the importance of telephone technique in contact work and prospecting for sales. Members of the sales organization are given drills in practice phone calls. Time also is devoted to practice in making chart presentations to groups or individuals.

In his address before the Conference, Philip Salisbury, Editor, SALES MANAGEMENT, discussed sales promotion techniques in the new competitive market. In summarizing some of the signs of the changing times he mentioned a chain store organization that is now featuring a year's supply of laundry needs (soap powder, clothes pins, clothes line) with the purchase of an electric washer. He also cited the case of the clock company that is giving a \$1.00 trade-in allowance for any old clock on the purchase of a certain model electric clock. He stressed the fact that the two pants suit is back and that the idea of a "baker's dozen" in some lines of merchandise has returned. These he presented as proofs that

SALES MANAGEMENT

almost all of the old promotion techniques are being applied today.

However, on the subject of sales contests, Mr. Salisbury stated that he doubted that sales contests as we knew them before the war will ever be so popular again. He said, "In the old-fashioned kind of sales contests the 20 salesmen who were the *best* salesmen, or the ones with the lucky territorial breaks, were pretty sure to walk off with 80% of the prize money or prize merchandise, and the other 80 salesmen were made even more conscious of their bad breaks or ineptitudes. Today the desire on the part of management to hold out more and more incentive is greater than ever before, but the execution is different. Instead of putting Jack against Jim, each one individually is offered some form of extra compensation for extra performance."

At the session on television, John K. West, vice president in charge of RCA public relations, predicted that the selling power of television will rival mail order catalogs for phone and mail business. He said, "Demonstrations via television will result in a great volume of sales made without the customer visiting the store."

Mr. West reported that the number of advertisers using television had increased 2500% in less than two years and estimated that \$25,000,000 would be spent by advertisers on television this year.

Among the examples of television's selling power which he presented were Macy's sales of 10,000 Howdy Doody dolls, fashioned after the popular NBC television marionette, at \$9.95 each last Christmas; the 95½% sponsor identification won by the "Texaco Star Theater;" and Disney hats, in three months of using television, outselling a rival brand five to one, where that ratio was formerly reversed.

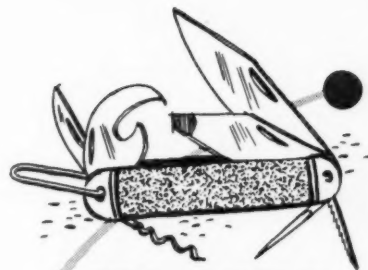
Citing the industry estimates of an annual production rate of around 5,000,000 television receivers by 1953, Mr. West estimated that the raw material from which billions of parts are fabricated for television would aggregate annually 200 million pounds of steel, 47½ million pounds of copper, 40 million pounds of aluminum and, for picture tubes alone, 83 million pounds of glass. The wood that is required for cabinets was estimated at about 103 million board feet.



STATISTICS IN A HURRY

The "Nestler Market Finder" is a simple slide-chart device presenting 20 columns of basic market data for the sales and advertising executive. Included are figures on population, income payments, farm population and income, number of business concerns, bank deposits, construction volume, automobile registrations, and other current statistics.

The Market Finder, issued by Nestler Research Co., Milwaukee, Wis., consists of a jacket and slide-chart of cardboard, measuring 9¾ by 11¾ inches. As the insert is moved from left to right, columns of data are visible for comparison and analysis through windows of the jacket.



VERSATILE

Its traveling-case exterior belies the remarkable variety of products that the interior can display. Its compact design places no reins on creative imagination; every exhibit is tailored to the selling demands of the product. It's the freshest industrial display technique in twenty years... it's the

PACKAGE[®] DISPLAY

created and developed by

Hartwig
DISPLAYS

1109 N. Fourth St., Milwaukee 3, Wis.
SALES OFFICES IN PRINCIPAL CITIES
Write for complete information

WHAT'S YOUR NEWS?

on products? ● on prices?
on facilities? ● on personnel?

REACH CHEMICAL BUYERS WITH
IT EDITORIALY EVERY WEEK!

Get that news to OPD editors
before 4 P.M. Friday.

Paper delivered 9 A.M. Monday to majority of 12,000 people who BUY chemicals and related materials. Each weekly issue carries 5,000 to 6,000 current market quotations!

The Whole Week's Round-Up of Chemical News from Seller to Buyer in One Business Hour!

Put OPD on your list for every price change you send your salesmen or distributors.

Put OPD on your list for every news release covering your products, facilities and personnel.

ABC
**Oil, Paint and
Drug Reporter**
ABP

THE CHEMICAL MARKET AUTHORITY
SINCE 1871

Schnell Publishing Co., Inc.
59 John Street, New York 7

● Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long. 0544
● Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette
Park Pl. Drexel 4338 ● San Francisco 4—The Robt. W. Walker
Co., 68 Post Street, SUtter 1-3568.

Media and Agency News

"HEADLINE EDITION" CELEBRATES ANNIVERSARY

When editor and narrator Taylor Grant steps to an American Broadcasting Co. mike and announces, "Headline Edition, April 2, 1949," this fast-paced co-op news program will have passed a significant milestone—the beginning of its fifth year.

Headline Edition started its long string of broadcasts on April 2, 1945. The average number of sponsors during the program's first year was 29. That average rose with each succeeding year, reaching 75 for 1948. When the string will run out is anybody's guess, but ABC is counting on it to run for a good long time to come.

The format today is essentially the same as it was when ABC first scheduled the show as a co-op available for local sponsorship. It includes two or three concise, on-the-spot reports by ABC newsmen from places where the news is breaking and about the same number of short, revealing interviews with people who have made the news. Throughout its 1,031 broadcasts Headline Edition consistently has featured exclusive first-hand reports and has scored a large share of important scoops.

Other factors have also contributed to the program's longevity and success. It is, of course, no secret that around six and seven o'clock in the evening news becomes an especially desirable commodity. Ever since its inception the show has occupied a choice news period—Monday through Friday at 7:05-7:15 P. M., E. S. T., 6:05-6:15 P. M. in other time zones.

Piling Up Proof

Any program celebrating its 1,031st broadcast should have ample proof of its acceptance by listeners. Headline Edition is no exception. The proof is piled up in the bags of mail the show has pulled. There was a time, for example, not too long ago when inflation was the primary topic of conversation. Headline Edition invited to the program the famous "Mystery Chef." During his short, two-minute interview the Chef made a simple promise—he would send listeners a free copy of his "inflation-hedge" recipes if they would just write to him and enclose a stamped,

YOUR NAME

SPONSORS

"HEADLINE EDITION"

THE NEWS PROGRAM
THAT MAKES NEWS
MONDAY thru FRIDAY
WXXX
0:00 P. M. 000 KC

American Broadcasting Company

CO-OPERation by American
Broadcasting Co. helps outlets
sell co-op program, Headline Edition,
to sponsors and audience.

self-addressed envelope. Then came the flood. Women all over the country kept the mail pouring in for days. Another time, when Dr. Co-Tui of New York University, College of Medicine, discussed the discovery of his new treatment for stomach ulcers, the college was obliged to mimeograph hundreds of copies of the script in answer to letters and long distance telephone calls from as far as Mexico and Toronto, Canada.

Headline Edition has 75 current cooperative sponsors. On this anniversary the sponsor list includes car and auto supply dealers, department and clothing stores, financial and insurance firms, building suppliers, jewelers, transportation systems, household appliance firms, furniture stores, banks, brewers, bakeries, dairies, groceries, newspapers, etc. Since Headline Edition is co-op, these advertisers are able to sponsor the program exclusively in their own communities, ranging in size and geographical location from New York City to Santa Maria, Calif.

Of the program's current sponsors, 80% have renewed their original contracts. Eleven sponsors, including Crawford Clothes on WJZ, New York City, are now in their second year of sponsorship. Eight are in their third year, and four are now in their fourth.

With Headline Edition a local advertiser can sponsor a network news program which, with its numerous pick-ups from remote spots, cannot be duplicated by the local station. In some markets the weekly talent charge for Headline Edition is as low as \$6.00. The program provides time for two one-minute commercials, plus the opening and closing. As far as listeners are concerned the program is exclusively the local sponsor's.

ABC gives Headline Edition sponsors a kit of sales aids for publicizing the program. The kit contains press releases for the local newspapers; mats for newspaper advertisement, envelope stuffer, and window cards, with space provided for the sponsor's name; photos and photo mats of Taylor Grant; program promotion announcements that can be aired by the local station; a special dealer or customer letter, which the sponsor can send to his mailing lists over the signature of the ABC vice-president in charge of programs, announcing his new sponsorship of Headline Edition. In addition to this, ABC releases a continuous stream of publicity on the show to the Nation's leading newspapers and magazines to build and maintain a national audience.



G. RICHARD SWIFT has been promoted to general manager of WCBS, key station of CBS.

RADIO

Jules Dundes, for the past nine years advertising and sales promotion manager of WCBS, Columbia Broadcasting System's New York City station, has been appointed director of sales and sales promotion for KQW, CBS station in San Francisco. . . . Robert M. Richmond is named assistant manager in charge of national sales and promotion for WCAC,

SALES MANAGEMENT

IN PITTSBURGH

you can buy the

BIG CIRCULATION



and still
Route Your Advertising

as you Route your Salesmen

**FIRST
BY FAR**

You get BOTH in the Post-Gazette! Two-way action and the BIG Circulation. For the Post-Gazette not only calls on more total families by far than any other Pittsburgh daily—but is the ONLY newspaper that routes your advertising as you route your salesmen to help sell the million central city people—and then travels beyond to sing the same selling song to the two million more who live in and around the 144 cities and towns of 1,000 to 75,000 population.

PITTSBURGH

POST-GAZETTE

89,000 MORE THAN THE SUN-TELEGRAPH

35,000 MORE THAN THE PRESS

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

APRIL 1, 1949



EDWIN R. PETERSON, formerly with ABC, has been appointed manager of Central Division, MBS.



CHARLES B. H. VAILL, as director of sales promotion for WEEL, Boston, succeeds Guy Cunningham, who heads national sales.

Baltimore. . . . John W. Kennedy, Jr., sales manager of the Stromberg-Carlson stations, WHAM, WHFM, and WHTM, Rochester, N. Y., has been promoted to the newly-created post of administrative assistant to William Fay, vice-president in charge of radio broadcasting. . . . Frank Samuels, acting head of the Western Division of American Broadcasting Co. since January 1, 1949, has been promoted to general manager of the division. . . . Wade Barnes is the newly named manager of Thesaurus and Syndicated Sales of NBC Radio-Recording Division. . . . Robert S. Hix succeeds Frank Mathews, recently resigned, as national sales manager of KFJH and KFJH-FM, Wichita, Kansas.

NEWSPAPERS

"How Much Will It Cost?", a 212-page volume of newspaper advertising cost data, has just been published by the Bureau of Advertising, American Newspaper Publishers Association. It was shown publicly for the first time to the Media Men's Association of New York at its monthly dinner by William G. Bell, the Bureau's director of research.

"Every advertising agency which has the task of mapping national cam-

paigns owes thanks to newspapers and their Bureau of Advertising for making this intensely practical reference work available," Jack Flanagan, director of publications media of McCann-Erickson, Inc., and president of Media Men's Association, said.

The Bureau's new book shows cost figures for 5,000-, 10,000-, 20,000-, and 30,000-line campaigns in various combinations of newspapers for the whole country, for each of the 48 states and the District of Columbia, for the major geographic divisions, and for Canada and principal possessions of the United States.

Mr. Bell said, "To save the time of agency and advertiser executives in the early planning stages, we have created this shortcut to the approximate cost of a campaign in weekday newspapers, laid out in almost any lines you might think of."

"Whether the campaign covers a single state, a region, or the entire United States—whether you're buying a single paper or every paper in each market—whether you're interested in only certain city-size groups or all of them—you'll find in this volume a handy table with the cost worked out for each of four different-sized schedules."

Copies of the new volume are being made available by the Bureau of Advertising on request from national advertisers and advertising agencies through the Bureau's New York City, Chicago, and San Francisco offices.

The Chicago Calumet, the Glou-

cester Times, Mass., the Eagle-Gazette, Lancaster, Ohio, the Argus-Courier, Petaluma, Calif., and the Rhinelander News, Wis., have joined the approximately 1,000 United States and Canadian daily newspapers which are members of the Bureau of Advertising, A. N. P. A. . . . Two more basic members of the American Newspaper Advertising Network become activated today, April 1, and are able to accept Network orders for advertising. The newly activated newspapers are the Star-Telegram, Fort Worth, Tex., and the Arkansas Democrat, Little Rock. With the activation of these two newspapers, A. N. A. N's. membership in the Southwest Region becomes completely operative, and the Network comes close to 100% activation of its entire membership across the country, according to Edward D. Madden, executive vice-president. The Network now includes 38 basic newspapers and eight associate newspapers in 43 cities, with an aggregate circulation of 12,155,066 on weekdays and 15,803,873 on Sundays.

There are now 8,676 weekly, semi-weekly and tri-weekly newspapers in the United States, with a total net paid circulation of 13,759,134, according to the 30th Annual Directory of Country and Suburban Town Newspapers just released by the American Press Association, New York City.

This represents an increase of 295 newspapers over a year ago with a



BILLION \$ GLEE CLUB preparing for bow on "Preview," CBS-TV series edited by Jinx Falkenburg and Tex McCrary: (left to right) George Skouras, president of Skouras Theaters; Sigurd Larmon, president of Young & Rubicam, Inc.; Jinx Falkenburg; C. E. Hooper, head of Hooper Radio Surveys; Hubbell Robinson, Jr., CBS vice-president. Cast reads like a "who's who" of industry and commerce.



*For Mounting Sales
You Need*

DEPTH OF PENETRATION

What advertising must have today is quick and definite response. The intangibles are, of course, important too — but after the response. When you carry out a planned program of advertising in THE CHRISTIAN SCIENCE MONITOR, a definite sales response plus "the intangibles" is what you get.

The fact is that MONITOR readers have better than average "spendable income" for the worthwhile things of life. These readers show a preference for products

and services they have seen advertised in their favorite newspaper. Through the pages of the MONITOR, your advertising penetrates straight to the buying impulse of this responsive market.

When you are bringing out a new product, or if you feel that one of your present products needs a sales stimulus, let us submit to you a tailor-made proposal for advertising in the MONITOR.

—THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Mass.

SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS:

"We believe that it will be of interest to you to know that we consider your publication outstanding and in a class by itself, because of the excellent results we have obtained from our advertising expenditure. In almost every mail, we receive letters from your subscribers and readers in every state of the Union expressing their appreciation of our using your columns for advertising."

*News, Advertising, Readership
Devoted to Building a
Better Civilization*

The **CHRISTIAN SCIENCE MONITOR**

An International Daily Newspaper

Branch Offices

NEW YORK: 500 Fifth Avenue
CHICAGO: 333 N. Michigan Avenue
DETROIT: 3-101 General Motors Building
KANSAS CITY: 1002 Walnut Street
SAN FRANCISCO: 625 Market Street
LOS ANGELES: 650 S. Grand Avenue
SEATTLE: 824 Skinner Building
PARIS: 56 Faubourg Saint Honore
LONDON, W.C. 2: Connaught House,
163/4 Strand
GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"
with Erwin D. Canham, Editor, over the ABC network

total increase of 513,391. Although the total line rate for all weekly newspapers rose 4% over the last year, this was largely due to the increase in the number of newspapers. The average rate increase per newspaper went up only 1%. The majority of weeklies quote the same rate for 1949 as for 1948.

The new directory includes for the first time maps for all states showing the towns of 1,000 or more population in which the newspapers are located. In addition to information on rates and circulation, it includes name of county and county seat, name of publisher or editor, publication day, both inch and line rates, political rates, town population, and policy on alcoholic beverage advertising. It also includes full mechanical data about each newspaper. All newspapers in the field located in towns of under 50,000 population are included; those which are represented by the American Press Association or by Greater Weeklies are named in the listings.

MAGAZINES

Seventeen Magazine's third continuing study to determine the use, ownership, buying habits and brand preferences for toiletries, cosmetics and other personal-care products by teen-age girls is now being distributed to advertising agencies and the trade. Three thousand 1948 Consumer Panel members and 750 girls who had answered previous surveys were polled to produce a cross section of *Seventeen* subscribers.

Divided into five sections, the survey reveals buying habits in perfumes, bath preparations, and deodorants; tooth brushes and dentifrices; shampoos, hair preparations and accessories; make-up and manicuring products; personal laundry.

The survey, titled "Beauty and Personal Care," is number nine in a series of consumer panel reports to the advertiser published periodically by the Research Department of *Seventeen*, Triangle Publications, to establish important facts on the teen-age market.

As of May 1 *TeleVision Guide*, set owners program magazine of the New York metropolitan area, will increase its advertising guarantee to 50,000 and at the same time a new rate card will be issued.

The weekly, which will be a year old June 14, was created as a program information magazine. It started with no paid circulation, was sampled to 25,000 set owners for a five-week period.

Result: the magazine had 8,000



ELLIOTT ODELL has joined Farm Journal, Inc., as executive assistant on *Pathfinder & Farm Journal*.

paid subscribers, all on a short-time subscription rate.

During the next 12 weeks, 12,000 copies were sampled to new set owners, with a resulting circulation of 12,000 net paid.

Starting with the 18th week, *TeleVision Guide* began using video announcements as a circulation promotion device. In six weeks another 5,000 net paid was added to the magazine's circulation.

Beginning with the 25th issue, a heavy selective campaign was launched by the magazine, which reached its peak on March 1, 1949, when \$2,600 per week was being spent on such announcements heard and seen on all six television stations in the New York City area. Results of that campaign have increased the circulation to over 45,000 net paid. *TeleVision Guide* subscribers now number one in every 10 set owners. Current subscription sales are over 20,000 per month and new set installations approximate 50,000 per month in this area.

The Family Circle Magazine has appointed French & Preston, Inc., New York City, to handle its advertising.

BUSINESS MAGAZINES

Plans for a new publication, to be known as *British News*, to assist British manufacturers in developing the United States market and to help American buyers locate British sources for goods, have been announced.

The new publication will endeavor to present leading American buyers each month with a comprehensive review of British merchandise which is available for export. *British News* will have a format of nine uniform size panels or units per page. The cost of these panels will be 15 pounds, payable in sterling. American agents of British manufacturers can obtain space at \$60 per unit.

British News will be printed in the United States and will be distributed each month to a selected list of key buyers. This list will cover all leading importers, wholesalers, chain and mail order firms, larger department stores, key specialty stores, and a special list of industrial buyers in this country. For the first issues it will cover approximately 12,000 buyers in these categories, and the publishers plan to expand the list later as requests for copies come from other buyers.

The first issue is scheduled to appear this spring. Sponsor of *British News* is W. S. Lockwood, Inc., 1631 K Street, N. W., Washington, D. C.

A Southwestern District Office has been established by McGraw-Hill Publishing Co., Inc. Located in Dallas, Tex., it is to serve the states of Texas, Louisiana, Mississippi, Arkansas, and Oklahoma. Joseph H. Allen is the manager. . . . *Aviation Operations* is the new title of *Aviation Maintenance & Operations*, Conover-Mast Publications, Inc. . . . *The Refrigeration Industry*, Refrigeration Publications, Inc., is now titled *Commercial Refrigeration and Air Conditioning*.

Charles H. Albin has been appointed assistant manager of Home Owners' Catalogs, F. W. Dodge Corp. Formerly advertising manager of Dodge's Construction News Division, he replaces Richardson S. Davidson, who has joined *The Progressive Grocer* as assistant general manager. . . . E. W. Robb is appointed western manager for Conover-Mast Publications, Inc., with headquarters in Chicago. . . . John M. Tyson, Jr., has joined *Nowadays Magazine* as merchandising manager. . . . John N. Carlin, formerly circulation promotion manager, McGraw-Hill Publishing Co., Inc., has joined Reinhold Publishing Corp. as circulation manager for *Materials & Methods* and *Progressive Architecture*. . . . S. S. Scranton is now eastern advertising manager, *Practical Home Economics*.



ELECTED: Dwight Mills (left), president, and Thomas D'Arcy Brophy (right), board chairman, of Kenyon & Eckhardt, Inc.

Without obligation get up-to-date, easy-to-use comparative rate tables

Delta Air Freight often ***COSTS LESS*** per CWT than First Class Rail Express



With special "Flying Freighters" to haul bulk loads, and a fleet of DC-3's, DC-4's, and DC-6's, carrying passengers, mail and freight on frequent fast flights, Delta keeps your shipments moving faster... helps you extend markets, control inventories. Connections with 14 certificated air lines at key terminals. Time-saving shipments to Latin-America as well as to and through the South.



BETWEEN:	DELTA AIR FREIGHT PER 100 POUNDS	FIRST CLASS RAIL EXPRESS PER 100 POUNDS
Chicago-Cincinnati	\$3.07	\$3.80
Chicago-Atlanta	6.55	6.00
Chicago-Chattanooga	5.55	5.56
Chicago-Birmingham	6.55	5.78
Cincinnati-Atlanta	4.55	4.90
Atlanta-New Orleans	5.05	5.12
Dallas-Atlanta	8.00	6.66
Atlanta-Miami	7.05	6.00
Dallas-New Orleans	5.05	4.90
Cincinnati-New Orleans	8.00	6.44
Detroit-Atlanta*	6.55	6.22

*(Delta-TWA interchange)

Saves 2 to 10 Days

Rail express rates have been going up steadily. Air freight rates have been coming down.

Now, Delta Air Freight rates between many cities are actually cheaper than first class rail express.

You may be paying extra to ship by slow surface methods!

Even on long hauls air freight costs little more. Much of the extra cost may be absorbed by saving in packing expense. Your time-saving bonus may be two to ten days! You pay for pick-up and delivery only when you use it.

Get latest up-to-the-minute comparative tables showing Delta Air Freight and first class rail express rates from your shipping point to and through the South. Gives you the facts you want at a glance—no leafing through several different manuals.

PHONE OR MAIL COUPON NOW...
START SAVING TIME, MONEY

Delta Air Lines
General Offices: Atlanta, Ga.

Please send me comparisons of Delta Air Freight and first class rail express rates. I am interested in shipments from these cities:

Name _____

Street Address _____

City _____ State _____

Second Quarter Likely to Make Favorable Sales Comparison

The second quarter of 1949 is likely to make a favorable comparison in total sales, compared with 1948. This forecast reflects the majority belief of SM's Board of Editors for Future Sales Ratings, numbering over 100.

The incidence of Easter in April of this year, contrasted with its falling in March last year, is a contributing factor to this relative optimism, though many feel that businessmen now, in the main, are well aware of the necessity of heavy advertising and promotion in this buyer's market, with corresponding improved sales likely to result from such probably-record-breaking promotions.

Some decline in total national sales is expected in this quarter, compared with the second quarter of 1948, but, overall, it is expected to be small—no more than 5%. Price declines are viewed as a fundamentally healthy development, despite the realization that some heavily-inventoried lines might be hurt in the process.

Among the outstanding virtues of the price declines is that they reduce pressure for a fourth round of wage increases through permitting money to go further and generally lowering the cost of living. Inevitability of price breaks has been obvious for so long that the materialization of a lowered price level brings relief, clearing the atmosphere for a number of progressive plans which have been held in abeyance.

Individual Outlook Changes

In studying the sales prospect ratings for the individual industries, the reader must realize that a certain base exists. We start with a consensus on the average expected in sales of all industry. For the second quarter of this year, the prospect is for no change in sales, down to a decrease of 5%, comparing this quarter with the corresponding quarter of 1948.

This base, therefore, is taken as the medium, and the star ratings above and below it show corresponding degrees of likely betterment or a weaker showing than this medium. A glance over the table shows a number of stars with the medium 3-star rating. A few examples are cigarettes, cosmetics, education, food processing, paper, refrigerators and soap. For the second quarter of 1949, accordingly,

these industries are expected to have sales about unchanged from those of the second quarter of 1948, or possibly a little lower.

In that manner the outlook for an industry's sales is obtained. However, in analyzing the situation, it is important to go further than that, because of the all-important consideration that industries differ greatly in size.

An industry rated A (note the column entitled Relative Size Rating) must have sales of \$10,000,000,000 and over to qualify for that rating, and evidently the A-rated industry has far greater over-all buying power than the G-rated industry, sales of which may run well under half a billion dollars.

Large vs. Small Industries

The user of Future Sales Ratings, however, must not be too greatly influenced by the size of an industry, for a large industry often may have a poor sales outlook as compared with a small, virile, growing industry, resulting actually in the larger industry being a poorer sales prospect than the smaller, booming industry.

Great variations in sales from industry to industry, however, is shown by taking the 1948 sales of a cross section of trades. Thus, motor vehicle dealers did almost a \$16,000,000,000 business last year. Building materials hit a record high of \$7,000,000,000; farm implements \$1,500,000,000; hardware \$2,400,000,000; furniture and housefurnishings \$4,000,000,000; jewelry \$1,200,000,000; and apparel \$10,000,000,000.

Shoes hit an aggregate of \$1,500,000,000 in 1948, down some from 1947; drug stores \$3,700,000,000, eating and drinking places \$12,600,000,000, grocery and combination stores \$25,000,000,000, filling stations \$6,300,000,000, department stores and mail order \$11,300,000,000, vacuum cleaners \$276,000,000, radio receivers \$863,000,000, television receivers \$354,000,000, refrigerators \$1,178,000,000, and washing machines \$750,000,000.

These figures are given to indicate the great spread in size of industries; evidently, a 5% change in sales of the grocery industry, clearing \$25,000,000,000, means a great deal more than a similar percentage change in

the sales of the \$276,000,000 vacuum cleaner industry.

Two New Industries

Constant efforts are made to improve Future Sales Ratings and make this feature more comprehensive. Two new industries have been added to the listings this month, packaging and containers—a billion-dollar industry—and plumbing and heating—a two-billion dollar industry.

Among the industries given an increased sales rating in the Board of Editors consensus for the second quarter of 1949 are advertising, air conditioning, building, cigarettes, clothing, drugs, gasoline and oil, installment financing, farm machinery, physicians and dentists, security financing, electric utilities and gas utilities.

Expert Opinion Prevails

The high average of accuracy in Future Sales Ratings to date is a reflection on the combined prophetic abilities of its Board of Editors, including well-informed men and women in trade associations, leading business magazines and papers, statistical services, investment advisory services, Government agencies, leading corporations, and men's and women's colleges.

Analyzed and edited by this competent jury of more than 100 economists, editors, marketing and research men, under the direction of Peter B. B. Andrews, former Industrial Economic Advisor, War Production Board, Washington, D. C., the final results are copyrighted and published exclusively by SALES MANAGEMENT four times in the course of the year, in the first of the month issues of January, April, July and October.

Combining the Sales Prospect Rating with the Industry Size Rating, the sales manager, advertising manager, merchandiser, economist, trend-watcher and long-range forecaster can thus obtain a ready estimate of the dollar volumes involved of any of the 100 industries rated by Future Sales Ratings.

Tabulations by each industry, with explanatory keys, are on the following page.

FUTURE SALES RATINGS

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates no change or a small decrease in relation to the corresponding period of the prec. yr.

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★	Machine Tools	G	★	★★
Air Conditioning	F	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	G	★★★★	★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★
Aircraft Sales	C	★★★★★	★★★★★	Meats	C	★	★
Auto Sales (New)	A	★★★★★	★★★★★	Medical Care	C	★★	★★
Auto Sales (Used)	E	★★	★★	Metal Containers	F	★★★★	★★★★
Auto Tires	E	★★	★★	Metals (Non-Ferrous)	C	★★★★★	★★★★
Baking	D	★★	★★	Motion Pictures	E	★	★
Banks (Revenues)	F	★★	★★	Musical Instruments	E	★	★
Beer	F	★★	★★	Office Equipment	F	★★★	★★
Building (Heavy)	B	★★★★★	★★★★★	Oil Burners	E	★★★★★	★★★★★
Building (Residential)	C	★★★★★	★★★★	Oil (Cooking)	G	★	★
Candy & Chewing Gum	E	★★	★	Oil Equipment	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★	★	Packaging & Containers	E	★★★	★★★
Cereals	G	★	★	Paint	E	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Paper & Products	C	★★★	★★
Cigarettes	D	★★★	★★★★	Personal Care	D	★★★	★★
Cigars	G	★	★★	Photographic Supplies	G	★★	★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★	Physicians & Dentists	D	★★★	★★★
Coal (Anthracite)	F	★★	★★	Plastics	F	★★★★★	★★★★★
Coal (Bituminous)	D	★★★	★★★	Plumbing & Heating	D	★★★★★	★★★★★
Cosmetics	F	★★★	★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Cotton Textiles	D	★	★	Radios	F	★	★
Dairy Products	D	★	★	Railroad Equipment	D	★★★★★	★★★★★
Department Stores	A	★	★	Railroads	B	★	★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	E	★★★	★★
Drugs & Medicines	D	★★★	★★★	Restaurants & Bars	A	★★★	★★★
Education	F	★★★	★★	Rubber Products	D	★★	★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Security Financing	F	★★★	★★★★★
Electrical Equipment (Light)	E	★	★	Shipbuilding	G	★★★★★	★★★★★
Exports	A	★★★★★	★★★★★	Shoes	E	★	★
Farming	A	★★★	★★	Silk Textiles	G	★	★
Flour	E	★	★	Soap	E	★★★	★★
Food Processing	A	★★★	★★★	Soft Drinks	E	★★	★★
Furs	G	★	★	Sports & Sporting Goods	C	★★	★★
Gasoline & Oil	C	★★★★★	★★★★★	Steel & Iron	A	★★★★★	★★★★★
Glass & Materials	E	★★★★★	★★★★★	Sugar	E	★	★
Groceries	A	★	★	Surgical Equipment	G	★★★★★	★★★★
Hardware	D	★★	★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Hotels	D	★★★	★★★	Television	G	★★★★★	★★★★★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★	★★★★	Toothpaste & Mouthwashes	G	★★	★★
Household Products (Misc.)	C	★★★★	★★★	Toys & Games	G	★★	★★★
Imports	C	★★★★★	★★★★★	Trailers (Auto)	G	★★★	★★★
Installment Financing	C	★★	★★	Travel & Vacations	A	★★★★★	★★★★★
Insurance	C	★★	★★	Travel (Sea)	E	★★★★★	★★★★★
Jewelry & Watches	F	★	★	Trucks	D	★★	★★
Laundries	F	★	★	Utilities (Electric)	C	★★★★	★★★★
Liquor (Alcoholic)	C	★★	★★	Utilities (Gas)	E	★★★	★★★
Luggage	G	★★	★	Utilities (Telegraph)	G	★★	★
				Utilities (Telephone)	D	★★★	★★★
				Vacuum Cleaners	G	★★★	★★
				Washers (Household)	F	★★	★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue.

HIGH SPOT CITIES

Retail Sales Forecast for April, 1949

The volume of retail sales in the U. S. is expected to be \$11.0 billion in April. This represents an increase of only 3.5% over the same month of last year continuing the succession of declining percentage increases (this year over last) noted in recent months. However, despite growing indications of the approaching leveling off of sales, the dollar volume of retail trade in most cities will be higher this April than it was last year.

The regional pattern of sales performance still favors the Midwest and Southwest at the expense of New England and the Pacific states (with respect to current sales as against last year). However, there are suggestions that the leading states (particularly in the farm-belt region) are beginning to lose the differential advantage they have been enjoying in the recent year.

The leading cities, those with a city-national index well above the average (for this April compared with April 1948) are:

Casper, Wyo., 113.9; Austin, Tex., 111.5; Beaumont, Tex., 110.5; Houston, Tex., 110.2; Racine, Wis., 108.4; Albuquerque, N. M., 107.3; Wichita Falls, Tex., 107.2; Huntington, W. Va., 106.6; Aberdeen, Md., 106.1; Galveston, Tex., 105.8; Tulsa, Okla., 105.5; Phoenix, Ariz., 105.3; Bartlesville, Okla., 105.1; Spartanburg, S. C., 105.1; Baton Rouge, La., 105.0; Charleston, S. C., 105.0; Fargo, N. D., 105.0.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. *Monthly* data which are used in the measuring include bank debits, sales

tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1949 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1949 over 1948," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1949 over 1948," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more—than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen

in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1948 which equals or exceeds the national change.

RETAIL SALES
(S.M. Forecast for April 1949)

City Index	City Index	City Nat'l Index	\$
1949	1948	1949	1949 (Million)
vs. 1939	vs. 1948	vs. 1948	April 1949

United States

.... 315.0 103.5 100.0 10,985.00

Alabama

★ Birmingham	487.7	106.2	102.6	40.48
Gadsden	449.0	103.0	99.5	4.67
★ Mobile	521.2	105.2	101.6	13.29
Montgomery	433.2	99.9	96.5	11.09

Arizona

★ Phoenix	487.7	109.0	105.3	19.36
★ Tucson	431.6	106.4	102.8	8.46

(Continued on page 106)



with First 3's

SUNDAY PUNCH

Give your advertising CONCENTRATED POWER in the *Important Industrial North and East*. In 391 counties in this area — representing 43% of total U. S. retail sales — FIRST 3 MARKETS GROUP delivers 48% average family coverage.

*the group
with the*
**Sunday
Punch**

FIRST 3
MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VANDERBILT 6-4894 • Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GARFIELD 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MICHIGAN 0578

APRIL 1, 1949

55,585 SUNDAY TIMES

On Sunday, February 27th, the St. Petersburg Times had 55,585 net paid circulation. On Friday, February 25th, the net paid circulation was 49,390. These are new all-time records for this aggressive fast-growing newspaper in Florida's fastest growing city.

St. Petersburg is now a city of more than 100,000 resident population, plus the biggest tourist population in the city's history. To cover this dynamic market, be sure to use—

ST. PETERSBURG, FLORIDA
Daily TIMES Sunday

Represented nationally by
Theis & Simpson Company, Inc.
New York • Chicago • Detroit • Atlanta
in Jacksonville by V. J. Obenauer, Jr.



RICHER?

Choose a market where people can buy! The North Shore market is *wealthy* (annual income \$142,587,468) and *large* (Pop.—over 300,000). The LYNN ITEM, Lynn's oldest newspaper, with largest circulation and greatest advertising volume, is your best route to this richer market!

GET RESULTS

in **LYNN ITEM**
with the

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO LOS ANGELES

HIGH SPOT CITIES

(Continued from page 104)

RETAIL SALES (S.M. Forecast for April 1949)

		City	
City	City	Nat'l	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	April
1939	1948	1948	1949

Arkansas

★ Fort Smith ...	401.5	104.2	100.7	5.26
★ Little Rock ...	555.0	106.6	103.0	18.47

California

★ Bakersfield	472.0	107.5	103.9	13.64
Berkeley	305.3	102.7	99.2	8.67
Fresno	365.2	97.8	94.5	16.14
Long Beach ...	532.3	102.6	99.1	37.85
Los Angeles ...	378.9	101.0	97.6	245.95
Oakland	317.9	101.3	97.9	47.69
Pasadena	366.8	101.8	98.4	16.80
Riverside	391.7	102.8	99.3	5.64
★ Sacramento ...	362.7	105.6	102.0	23.79
San Bernardino	392.9	98.9	95.6	8.80
San Diego	435.3	100.7	97.3	34.52
San Francisco .	355.1	103.4	99.9	112.95
San Jose	415.4	100.3	96.9	15.91
Santa Barbara .	303.1	99.7	96.3	5.85
Stockton	342.9	97.7	94.4	10.56

Colorado

★ Colorado Springs	375.3	108.0	104.3	6.53
Denver	336.4	102.8	99.3	49.65
★ Pueblo	370.4	105.3	101.7	7.00

Connecticut

★ Bridgeport	276.7	103.9	100.4	16.88
Hartford	259.2	99.2	95.8	23.33
★ New Haven ...	264.8	105.7	102.1	19.17
★ Stamford	367.7	108.5	104.8	8.31
★ Waterbury	272.9	104.3	100.8	9.85

Delaware

★ Wilmington ...	261.6	108.6	104.9	14.10
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District of Columbia

★ Washington ...	250.4	104.1	100.6	83.64
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RETAIL SALES (S.M. Forecast for April 1949)

		City	
City	City	Nat'l	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	April
1939	1948	1948	1949

Florida

★ Jacksonville	404.1	103.8	100.3	24.81
★ Miami	385.9	107.1	103.5	33.03
★ Orlando	359.2	106.8	103.2	7.83
Pensacola	357.1	96.7	93.4	5.00
★ St. Petersburg .	493.3	104.1	100.6	13.32
★ Tampa	359.9	105.6	102.0	13.75

Georgia

★ Atlanta	337.2	106.4	102.8	48.19
Augusta	328.8	102.9	99.4	6.84
Columbus	349.2	97.9	94.6	6.88
Macon	356.9	100.6	97.2	7.46
Savannah	366.8	101.7	98.3	10.49

Hawaii

Honolulu	439.8	100.8	96.0	29.20
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Idaho

★ Boise	315.8	104.9	101.4	5.78
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Illinois

★ Bloomington ..	331.7	106.6	103.0	5.44
★ Champaign- Urbana	332.0	107.0	103.4	6.84
Chicago	294.5	102.8	99.3	369.84
★ Danville	368.6	105.7	102.1	5.75
★ Decatur	300.4	104.3	100.8	7.99
★ East St. Louis.	366.8	108.2	104.5	8.07
★ Moline-Rock Island- E. Moline ...	344.8	103.8	100.3	10.69
★ Peoria	340.0	108.0	104.3	17.24
★ Rockford	372.8	105.2	101.6	13.57
★ Springfield	357.6	105.2	101.6	12.16

Indiana

★ Evansville	424.5	107.0	103.4	15.92
Fort Wayne ...	337.1	99.6	96.2	15.71
★ Gary	430.1	108.5	104.8	15.44
★ Indianapolis ...	366.7	105.3	101.7	57.35
★ Muncie	359.0	108.3	104.6	7.00
★ South Bend ..	420.6	107.6	104.0	16.74
★ Terre Haute ..	359.1	107.4	103.8	10.02

Iowa

Cedar Rapids ..	290.5	94.9	91.7	7.96
★ Davenport	352.5	103.5	100.0	10.01
Des Moines ...	333.6	97.3	94.0	22.75
Sioux City ...	306.7	97.8	94.5	10.00
Waterloo	340.7	95.7	92.5	8.04

SALES MANAGEMENT

HIGH SPOT CITIES

(Continued from page 106)

RETAIL SALES (S.M. Forecast for April 1949)

		City		City		City		Nat'l			
		Index	Index	Index	Index	Index	Index	Index	Index	\$	\$
		1949	1949	1949	1949	1949	1949	1949	1949	(Million)	(Million)
		vs.	vs.	vs.	vs.	vs.	vs.	vs.	vs.	April	April
		1939	1948	1948	1948	1949	1949	1949	1949		

Kansas

Hutchinson ...	392.5	102.9	99.4	5.26
★ Kansas City ...	461.5	106.4	102.8	13.43
★ Topeka	448.9	104.5	101.0	11.76
★ Wichita	605.7	110.3	106.6	26.71

Kentucky

★ Lexington	340.5	103.5	100.0	9.33
★ Louisville	331.9	103.5	100.0	36.04

Louisiana

★ Baton Rouge ..	406.1	108.7	105.0	9.38
★ New Orleans ..	373.7	106.0	102.4	48.69
★ Shreveport	352.1	104.8	101.3	13.73

Maine

Bangor	265.5	101.0	97.6	4.46
Lewiston-Auburn	283.4	98.9	95.6	5.98
Portland	277.4	96.2	92.9	10.57

Maryland

★ Baltimore	314.1	103.8	100.3	99.00
Cumberland ...	272.3	96.3	93.0	4.82

Massachusetts

Boston	222.4	98.0	94.7	90.41
Fall River	254.8	98.1	94.8	8.56
Holyoke	224.7	100.1	96.7	4.09
Lowell	309.8	102.4	98.9	7.93

RETAIL SALES (S.M. Forecast for April 1949)

		City		City		City		Nat'l			
		Index	Index	Index	Index	Index	Index	Index	Index	\$	\$
		1949	1949	1949	1949	1949	1949	1949	1949	(Million)	(Million)
		vs.	vs.	vs.	vs.	vs.	vs.	vs.	vs.	April	April
		1939	1948	1948	1948	1949	1949	1949	1949		

Massachusetts (con't.)

Lynn	203.5	101.3	97.9	7.00
New Bedford ..	265.1	100.9	97.5	8.96
Springfield ...	256.8	101.1	97.7	17.85
★ Worcester	244.1	104.5	101.0	18.77

Michigan

★ Battle Creek ..	373.3	104.2	100.7	7.54
★ Bay City	391.1	104.8	101.3	7.04
★ Detroit	416.6	107.6	104.0	229.92
★ Flint	309.7	103.6	100.1	18.43
★ Grand Rapids ..	376.1	106.4	102.8	25.20
Jackson	368.5	102.7	99.2	8.55
★ Kalamazoo	362.5	107.8	104.2	10.84
Lansing	371.0	103.4	99.9	14.32
★ Muskegon	426.7	103.7	100.2	8.32
★ Saginaw	261.4	104.4	100.9	7.79

THE LONG ISLAND STORY

IN HEMPSTEAD TOWN Listening Audience

WHLI	24.4
Network A	26.0
Network B	18.4
Network C	10.7
Network D	9.8
All others	10.7

Source: Conlan Survey—January 1949

WHLI 1100 KC

AND

WHLI-FM 98.3 MC HEMPSTEAD LONG ISLAND NEW YORK

Elias I. Godofsky, President

Complete Evening Newspaper Coverage in Holyoke City Zone Is What You Buy:—

To reach over 100,000 population in this High-Spot money-spending market of home-makers with healthy growing families.

The High-Spot records of six years shows Holyoke consistently at or near the top of the New England list of cities.

You can expect Holyoke City Zone to be one of your top sales spots if you advertise steadily in its LOCALNEWS paper. . . .

The Holyoke Transcript-Telegram

Holyoke, Massachusetts

Over 25,000 each business afternoon.

Represented by Julius Mathews Special Agency

SALISBURY

NORTH CAROLINA'S

NO. 1 PER CAPITA
MARKET

IS A ONE
PAPER MARKET

The combined circulation of all
Carolina metropolitan papers in
Rowan County is less than 3,000.

The POST

has daily and Sunday circulation
of over 15,000



read every month by the
Creamery Products Manu-
facturers. Producers of but-
ter, cheese, dry, condensed
and evaporated milks.
Most of these plants are
located in large cow-popu-
lated areas and have sub-
stantial purchasing power.



ICE CREAM REVIEW

read every month by Milk Deal-
ers—producers of bottled prod-
ucts, cottage cheese and other
dairy products, and are pack-
agers and distributors of butter
and eggs.



Every worthwhile milk dealer,
creamery products manu-
facturer and ice cream manu-
facturer regularly uses this
large red book as a BUY-
ING GUIDE and DIREC-
TORY. It is the annual,
permanent, BUYER'S REFER-
ENCE book.

OLSEN PUBLICATIONS

1445 NORTH FIFTH STREET
MILWAUKEE 12, WISCONSIN

HIGH SPOT CITIES

(Continued from page 107)

RETAIL SALES
(S.M. Forecast for April 1949)

City Index 1949 vs. 1939	City Index 1949 vs. 1948	City Nat'l Index 1949 vs. 1948	\$ (Million) April 1949
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Minnesota

Duluth	309.3	102.3	98.8	12.34
★ Minneapolis ...	330.6	104.5	101.0	73.86
St. Paul	318.3	102.7	99.2	44.28

Mississippi

★ Jackson	502.3	108.4	104.7	10.85
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Missouri

★ Kansas City ..	384.0	106.0	102.4	71.62
St. Joseph ...	357.1	98.9	95.6	8.57
★ St. Louis ...	354.1	105.3	101.7	103.88
Springfield ...	381.9	103.3	99.8	8.25

Montana

★ Billings	334.4	108.5	104.8	5.15
★ Butte	282.7	108.3	104.7	5.88
★ Great Falls ...	322.5	106.4	102.8	5.45

Nebraska

★ Lincoln	349.7	104.2	100.7	11.33
Omaha	335.4	101.1	97.7	29.35

Nevada

★ Reno	283.7	106.3	102.7	5.39
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New Hampshire

★ Manchester ...	282.1	106.8	103.2	7.87
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New Jersey

Atlantic City ..	228.6	97.1	93.8	8.46
Camden	276.0	102.5	99.0	11.29
Elizabeth	268.6	100.1	96.7	10.02
{ Jersey City- Hoboken }	199.8	103.0	99.5	19.20
★ Newark	267.1	103.6	100.1	55.23
★ Passaic-Clifton ..	298.7	104.9	101.4	11.56
Paterson	286.5	99.2	95.8	16.36
★ Trenton	273.2	104.2	100.7	14.81

ATTENTION \$12,000 A YEAR MEDIA MEN

We added up all home deliv-
ered circulation from out-
side daily newspapers and
what do you think? Outside
newspapers *don't* even reach
one third of Bethlehem's
families. That's why you
can't cover Bethlehem, Pa.,
without the Bethlehem
Globe-Times. Thanks for
your kind attention—and
congratulations on your high
salary.

COLOR IN ADVERTISING Now Available IN ASHEVILLE, N. C.

You are now able to add additional
punch to your advertising in the
Asheville Market . . . 1,000 line mini-
mum in black and one color, R. O. P.
weekdays only.

For your copy of STANDARD MAR-
KET FORM, Route Lists, Trade In-
formation, and surveys write to the
Advertising Director.

* Sales Management—1948—Survey of Buying Power

ASHEVILLE CITIZEN
MORNING
ASHEVILLE TIMES
EVENING
ASHEVILLE CITIZEN-TIMES
SUNDAY
ASHEVILLE, NORTH CAROLINA

SALES MANAGEMENT

HIGH SPOT CITIES

(Continued from page 108)

RETAIL SALES (S.M. Forecast for April 1949)

City	City	Nat'l	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	April
1939	1948	1948	1949

New Mexico

★ Albuquerque ..	350.8	111.1	107.3	6.77
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New York

★ Albany	252.8	108.0	104.3	15.90
Binghamton ...	217.3	99.8	96.4	7.65
Buffalo	247.4	99.8	96.4	51.33
Elmira	220.2	98.1	94.8	4.91
★ Hempstead				
Township ...	335.1	105.6	102.0	32.87
★ Jamestown	256.3	104.0	100.5	4.46
★ New York	238.8	103.8	100.3	632.34
★ Niagara Falls ..	241.8	106.9	103.3	7.11
★ Rochester	252.5	106.1	102.5	35.60
★ Schenectady ..	243.9	107.6	104.0	9.05
★ Syracuse	246.9	104.1	100.6	21.70
★ Troy	229.3	107.3	103.7	6.49
★ Utica	226.4	103.5	100.0	8.49

North Carolina

★ Asheville	381.8	104.2	100.7	8.17
★ Charlotte	419.5	107.0	103.4	16.57
★ Durham	367.5	104.0	100.5	7.57
★ Greensboro	445.5	107.5	103.9	10.29
★ Raleigh	428.0	107.7	104.1	9.03
★ Salisbury	411.8	107.3	103.7	3.83
Wilmington ...	333.6	98.4	95.1	4.07
★ Winston-Salem ..	384.7	104.3	100.8	9.31

North Dakota

★ Fargo	394.7	108.7	105.0	6.67
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Ohio

Akron	309.1	101.9	98.5	27.82
★ Canton	335.9	106.2	102.6	14.61
★ Cincinnati	318.2	106.0	102.4	60.77
Cleveland	301.1	102.9	99.4	104.95
★ Columbus	322.7	106.3	102.7	42.59
Dayton	303.2	100.8	97.4	26.77
★ Mansfield	325.3	107.6	104.0	5.79
★ Springfield ...	254.5	105.6	102.0	6.49
★ Toledo	314.6	105.7	102.1	34.32
★ Warren	316.1	106.5	102.9	5.69
★ Youngstown ...	306.3	103.8	100.3	20.28

RETAIL SALES (S.M. Forecast for April 1949)

City	City	City	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	April
1939	1948	1948	1949

Oklahoma

★ Bartlesville ...	327.9	108.8	105.1	2.23
Muskogee	316.8	99.9	96.5	3.39
★ Oklahoma City.	337.8	104.3	100.8	25.71
★ Tulsa	365.8	109.2	105.5	20.56

Oregon

Eugene	388.0	101.4	98.0	5.82
Portland	354.7	99.9	96.5	53.98
Salem	333.3	101.5	98.1	5.60

Pennsylvania

★ Allentown	305.0	105.9	102.3	12.29
Altoona	244.5	103.4	99.9	6.48
★ Bethlehem	277.2	106.5	102.9	4.99
★ Chester	334.4	106.8	103.2	7.29
★ Erie	295.0	104.4	100.9	11.80
★ Harrisburg	293.8	105.2	101.6	12.25
★ Johnstown	309.7	107.5	103.9	9.23
Lancaster	258.1	100.4	97.0	7.64
Philadelphia ..	282.8	103.1	99.6	179.77
★ Pittsburgh	287.0	107.6	104.0	80.26

WINSTON-SALEM Post Office Receipts Still Gaining in '49!

After setting an all time high in postal receipts during 1948, the Twin City Post Office showed a

13% Gain

during January and February, 1949, over the same period last year.

Here is revealing proof of the consistency and increasing power of the rich Winston-Salem Market—a "must" for advertisers with something to sell in the South's No. 1 State!

Remember!
All Business Is Local!

WINSTON-SALEM JOURNAL and TWIN CITY SENTINEL
MORNING SUNDAY EVENING
National Representative KELLY-SMITH COMPANY

PASSAIC-CLIFTON—One Market

RECOGNIZED
by
ABC ... Editor & Publisher
Standard Rate & Data
... and NOW Sales Management



Passaic-Clifton is a recognized one-city market of more than 126,000 population with one Main Street. Layout of its business district and consumer shopping have no separations. Retail dollars ignore boundaries. That's why Sales Management recognizes the market as PASSAIC-CLIFTON ... accords it true listing as a

★ PREFERRED HIGH SPOT CITY

Retail sales for April are estimated at \$11,560,000, more than 198% above April, 1939, and 4.9% higher than April, 1948. This is better than the national change and spotlights Passaic-Clifton as a PREFERRED CITY for April promotions.

The Herald-News alone sells the homes of this market. It has maximum concentration of newspaper circulation. No other newspaper, or combination of newspapers, can offer adequate coverage of New Jersey's second market.

THE HERALD-NEWS Passaic-Clifton, N. J.

Now More Than 50,000 Daily

The Julius Mathews Special Agency



BEAUMONT, TEXAS

A preferred "high-spot" city
for 50 consecutive months!
—and in March the "No.
3" in the nation.

NOW READY . . . made in January
. . . the latest semi annual

Grocery Store

Distribution Survey

showing our distribution findings of
67 food and household items in
Beaumont grocery stores.

For a copy write us — or "ask the
Branham man".

National Advertising Department

ENTERPRISE & JOURNAL

Beaumont, Texas



REWARD

GREATER SALES and fast
moving stocks . . . that's your
reward when you sell Woon-
socket. This "Spending City"
is a consistent leader in food
and drug sales, many times a
Preferred High-Spot City.
Reach 99.7% of this rich mar-
ket through the—

WOONSOCKET



Covering
Rhode
Island's
PLUS
MARKET

Representatives:
Gilman, Niceli & Ruthman

HIGH SPOT CITIES

(Continued from page 109)

RETAIL SALES

(S.M. Forecast for April 1949)

City			
City	City	Nat'l	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	April
1939	1948	1948	1949

Pennsylvania (con't.)

Reading	269.8	100.9	97.5	12.25
Scranton	245.0	103.4	99.9	11.44
★ Wilkes-Barre	292.4	107.4	103.8	10.06
★ York	269.4	107.1	103.5	6.68

Rhode Island

Providence	252.9	99.3	95.9	27.64
Woonsocket	281.3	101.2	97.8	4.50

South Carolina

★ Charleston	389.6	108.7	105.0	9.39
Columbia	362.2	102.9	99.4	9.96
★ Greenville	390.7	104.7	101.2	8.44
★ Spartanburg	513.0	108.8	105.1	7.90

South Dakota

★ Aberdeen	436.7	109.8	106.1	3.45
★ Sioux Falls	426.9	105.8	102.2	8.24

Tennessee

Chattanooga	331.1	100.8	97.4	15.33
Knoxville	360.9	101.2	97.8	15.77
Memphis	350.8	99.2	95.8	39.39
Nashville	344.2	102.2	98.7	22.96

Texas

★ Amarillo	391.3	104.3	100.8	8.57
★ Austin	401.5	115.4	111.5	13.33
★ Beaumont	417.2	114.4	110.5	10.43
Corpus Christi	378.4	103.0	99.5	9.99
★ Dallas	449.2	107.0	103.4	64.41
★ El Paso	359.6	106.5	102.9	11.65
Fort Worth	404.5	100.8	97.4	31.19
★ Galveston	362.6	109.5	105.8	7.47

RETAIL SALES

(S.M. Forecast for April 1949)

City			
City	City	Nat'l	
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	April
1939	1948	1948	1949

Texas (con't.)

★ Houston	448.2	114.1	110.2	72.12
Lubbock	365.7	98.4	95.1	6.40
San Antonio	321.8	101.6	98.2	27.48
Waco	322.4	99.5	96.1	6.61
★ Wichita Falls	385.1	111.0	107.2	7.51

Utah

Ogden	335.2	97.4	94.1	5.43
★ Salt Lake City	330.4	104.0	100.5	20.78

Vermont

Burlington	301.4	97.6	94.3	4.22
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Virginia

Lynchburg	298.3	98.5	95.2	5.28
Newport News	332.5	99.4	96.0	5.22
★ Norfolk	362.2	103.5	100.0	19.09
★ Portsmouth	401.5	104.6	101.1	5.50
★ Richmond	345.8	104.7	101.2	31.05
★ Roanoke	410.0	107.6	104.0	12.30

Washington

Seattle	416.3	102.9	99.4	71.98
Spokane	351.7	98.3	95.0	19.13
Tacoma	385.6	103.4	99.9	17.62
Yakima	334.4	97.7	94.4	6.32

West Virginia

★ Charleston	307.2	106.8	103.2	11.15
★ Huntington	308.5	110.3	106.6	7.99
★ Wheeling	308.0	107.7	104.1	8.13

Wisconsin

★ Appleton	357.1	104.5	101.0	4.75
★ Green Bay	353.4	105.7	102.1	7.74
★ Madison	361.9	107.7	104.1	13.28
★ Milwaukee	378.3	108.0	104.3	90.41
★ Racine	375.8	112.2	108.4	8.38
Sheboygan	312.6	102.6	99.1	4.72
Superior	296.7	101.2	97.8	3.62

Wyoming

★ Caspar	400.0	117.9	113.9	3.84
★ Cheyenne	347.4	108.3	104.6	3.96

SALES MANAGEMENT

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JAPANESE MARKET?

Former HQ Staff Officer permanently living in Tokyo will be in USA in May to negotiate additional agency representation of electrical, hdwe., textile, gift or food lines needed in Japan. Indications point towards early resumption of full trade, offering manufacturers opportunity to sell in volume to wholesale and retail concerns with USA bank credit, fob your factory. For complete details write Sales Management, Box 2597, 386 4th Ave., New York City.

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Valuable Directory!

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COMMENT

WHEN PAY CHECKS GROW FATTER

Only a handful of people are born to the purple and can buy a car with the price tag of a Cadillac without giving it a second thought. For most of us, the pay and dividend checks get fatter as we grow older. In this process, our eyes usually are a little ahead of our pocket-books. But it's this yearning that builds quality markets.

Cadillac's sales chief and the copywriter on the account obviously know that they have to "grow" their customers in just the same way that the farmer must plant his seed and continuously cultivate his growing crop. In a current advertisement they state:

"Regardless of the price class from which you expect to choose your next car, we think you should see and inspect the new Cadillac. It will not only prove an extremely worthwhile personal experience, but it will sharpen your appreciation of motor car quality, value and performance."

You may have to compromise on a Plymouth or Studebaker—because that's as far as your pocketbook will currently stretch—but in its copy Cadillac is nurturing the desire for future ownership. In pressing for the immediate sale of any high price tag article, don't many of us overlook some of the early steps in manufacturing the sale?

IMMEDIATE DELIVERY

The way many salespeople skirt around the subject of immediate delivery you'd think they were afraid to admit that the buyer could now walk out of the store or drive away with his purchase.

Automobiles and major appliances were in short supply for so long that it became a matter of pride to point out how long the customer would have to wait for delivery. Now with showrooms bulging, some salespeople seem hesitant to come right out and say "you can take it with you."

Isn't this a dangerous state of mind? Before the war, when some of our great fortunes were made, it was no sign of weakness to offer immediate delivery. In fact, this kind of delivery was so commonplace that hardly anyone gave it a thought.

It's pretty obvious that manufacturers will have to hammer hard on retail sales training. Perhaps the No. 1 must in these revived programs is to put salespeople back into a positive frame of mind where they talk features, price, and immediate delivery.

HOW DO YOU MEASURE UP?

The steel industry has taken probably more than its share of brickbats. For the past two years the industry has been quietly taking its story to the people in plant communities, using a great variety of ways to let the public know about specific companies. You'll find this story related on page 48 of this issue under the heading, "How To Be a Good Neighbor, the Steel Industry Tackles Its No. 1 Problem."

The moral basis for the steel industry's story—and for any other industry—is aptly summed up by E. W. Pryor, publisher of *Your Human Relations*. Mr. Pryor calls this moral basis management's five objectives. They are:

"The first is to be a good company in the community. Everything begins and ends in the community. There was a saying once that—'One stalwart soul in every community would actually redeem the world.' This could be 'one stalwart company.'"

"Second, **To be a good company to work for.** A company must create an atmosphere, and an environment to make workers happy. It must give economic and sound benefits to its industrial family.

"Third, **To be a good company to buy from.** Whether it sells to the capital goods field or the mass volume merchandise field through jobbers, dealers, retailers or direct to consumer.

"Fourth, **To be a good company to sell to.** A company must have an efficient purchasing department; courteous personnel and good credit standing.

"Last, but perhaps most important, is Number 5. **To be a good company to invest in.** But it can't be a good company to invest in unless it has done a good job covering 1, 2, 3 and 4."

DIG DEEP FOR IDEAS

We notice it in the questions you readers put to us in your letters and conversations with our editors. We're talking about the penetrating questions you ask in your search for ideas that will make the sales machinery run profitably in the normal market, now tabbed the buyers' market.

You toss the same hard questions at your advertising agencies, too. The 32-year-old president of the \$50 million McCann-Erickson agency, Marion Harper, Jr., made a speech the other day about the six basic tools of the advertiser: product, appeals, dollars, target, media, and merchandising. Mr. Harper, a researcher by profession, asks, "What advertiser's efforts are so modest that he cannot, if he tries, look for and find one point of real improvement for at least one of these six tools? What advertiser's knowledge of all six, in all their applications, is now so definitive and so complete that he could not at every point add still more understanding—and so automatically add more productivity for each dollar spent?

"As a step, therefore, to better working knowledge, as a means to better use of these tools today—why not simply challenge your present use of each?

"Why not first challenge your product?

"Why not challenge your advertising appeal?

"Why not challenge your marketing target?

"Why not challenge your advertising dollar?

"Why not challenge your media application?

"Why not challenge your merchandising at point-of-sale?"



Here's a fish story that's true !

ANOTHER AMERICAN AIRFREIGHT SHORT STORY

This is a true story about a "Big one" that didn't get away . . . and the "lucky fisherman" in a Boston concern that discovered a profitable new way to catch customers.

Formerly selling fish only in Boston and vicinity, this company decided to reach out for large inland markets. Baiting its "sales hook" with freshness, it sent a trial shipment of *air-fresh* fillets to food stores in Cleveland.

The plan was an immediate success and was extended to cover the major markets of the Middle West.

In every city, enthusiastic housewives returned to the stores, demanding "the fish that didn't smell" . . . the fish that were *air fresh* . . . really ocean fresh!

This simple but true story is only one example of how AMERICAN AIRLINES AIRFREIGHT is changing the pattern of America's distribution methods. As a supplier or consumer, you cannot afford to overlook the possibilities in this new and better form of transportation.

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an easier way with
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